The effect of Big 5 personality traits in managers and Theory X/Y leadership on employee outcomes

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Abstract

Research shows that managers have a large impact on employees, with studies showing that up to 75% of people report leaving their job because of their manager or something their manager could have changed (Robison, 2008). Increased employee turnover results in negative organisational outcomes, so it is critical to reduce this as much as possible and invest in further research to help prevent it. This study examined the relationship between perceived personality traits, managerial style using McGregor's (1960) Theory X/Y and managerial likeability. An online questionnaire was administered to participants (N=102) which consisted of the NEO-FFI, and four different measures for Theory X/Y, intrinsic/extrinsic motivation, productivity propensity, and turnover intentions.

The results showed that that in terms of personality, 'disliked' managers were described as having a Theory X orientation, higher scores on neuroticism, and lower scores on openness, agreeableness and conscientiousness. Favourably perceived managers were described as having a Theory Y orientation, with higher scores on extraversion. Results also showed that employees who liked their manager were more likely to rate their intrinsic/extrinsic motivation, productivity, job satisfaction, and intention to remain at the workplace more highly compared with those who didn't like their manager. These results highlight the impact of managerial style and managerial personality on employee outcomes and attitudes towards their managers and their work. The implications of these results are discussed along with ideas for future research.

Declaration

This work contains no material which has been accepted for the award of any other degree or diploma in any university or other tertiary institution and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made in the text.

I give permission for the digital version of my thesis to be made available on the web, via the University's digital research repository, the Library Search and also through web search engines, unless permission has been granted by the School to restrict access for a period of time.

Signature:

Lisa-Marie Johnson

October, 2018

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CHAPTER 1

Introduction

Heightened employee turnover is a significant problem for organisations to face as it results in many negative consequences such as operational disruptions, significant financial losses and reduced social capital (Winne, Marescaux, Sels, Beveren & Vanormelingen, 2018). Managers, or issues related to managers, have been shown to be one of the primary reasons employees leave companies (Robison, 2008). Despite this, managers have an overwhelming tendency to attribute the reasons for their employees wanting to leave to be due to matters outside of their control, such as the appeal of a new job's pay or work type (Campbell & Campbell, 2013).

When the employee-supervisor relationship is good, workers tend to be more productive and remain with the company for a longer period of time (Morton, Michaelides, Roca & Wagner, 2018). Certain personality traits have been shown to result in better employee-supervisor relationships and general worker outcomes than others, which will be outlined in the next section of this study. Furthermore, the theoretical framework of McGregor's (1960) Theory X and Theory Y styles of management will also be outlined, as managerial style has been shown to impact employee satisfaction with their manager.

The aim of this study is to investigate whether managers' personality traits and management style affect employees at work, such as their perceived intrinsic and extrinsic value of work, their productivity, and their likelihood of remaining with the company. From a scholarly perspective, this study will add to the existing literature on the Big Five personality traits and McGregor's Theory X/Y by proposing a framework which combines the two (personality and managerial style) together to review their cumulative impact on employees.

As the relationship between personality and managerial style has not been fully explored, the study has the potential to also provide a theoretical background upon which practical applications can be made within organisations, thus helping supervisors to improve their management of workers. The information gained through the study may also help companies assess personality tests of job applicants for managerial positions to select the best candidate, as was identified as an area needing research by Baptise (2018).

This study begins with a conceptualisation of the two main independent variables, namely the Big Five personality traits and McGregor's Theory X/Y. The outcome variables are also discussed in accordance with past research and their connection to the independent variables, and from this the hypotheses are presented. Next, a description of the method used is outlined. Results are displayed and discussed. Conclusions and practical implications are then presented, with suggestions for future research.

1.1 Big Five Personality Traits

Personality traits can be defined as 'pervasive consistencies in thoughts, feelings, and behaviours' (Costa & McCrae, 1992, p. 39) that are stable across cultures (Salgado & Murphy, 1997) and ages (Cobb-Clark & Schurer, 2012; Judge, Higgins, Thoresen & Barrick, 1999). Over time, personality theorists have worked together to create one of a number of personality theories, comprised of a list of five main overarching personality traits, known as the 'Big Five'. These are neuroticism, extraversion, openness, agreeableness and conscientiousness (Costa & McCrae, 1992).

Personality traits are considered to impact significantly on behaviour and performance in organisational settings (Chernyshenko, Stark & Drasgow, 2011). This is reflected in the

minds of managers, who believe that the personalities of their employees heavily influence employee motivation to perform (Judge & Hies, 2002; Wright, 2003). To an extent, these managers are right: individual openness has been show to correspond positively with proactivity of individuals, but negatively with proficiency of teams (Neal, Yeo, Koy & Xiao, 2012). However, what has not been fully explored is the extent to which the personality traits of *managers* also affect employee motivation to perform. This study will examine the impact of managerial personality and style on employee outcomes. We begin by looking at past research on the effect of personality traits on people.

1.2 Personality of Leaders

It has been shown that certain personality traits are generally more commonly associated with certain occupations (Baptiste, 2018; Nahavandi, 2006; Salgado & Murphy, 1997). Managers usually (but not always) show higher levels of extroversion, and other personality traits are helpful to have such as conscientiousness and agreeableness (Nahavandi, 2006).

Agreeableness is negatively correlated with proactivity (Neal, Yeo, Koy & Xiao, 2012). Bozionelos (2004) used Cattell's 16PF5 and concluded that people higher in agreeableness also tend to be less productive at work, as they are more focussed on forming good workplace relationships and pleasing people rather than actually completing work. Agreeableness has also been shown to correlate negatively with extrinsic career success (such as pay, work hours etc.) (Judge, Higgins, Thoresen & Barrick, 1999), potentially for the same reason. On the other hand, it has been shown to be positively related with likeability (Nikitin & Freund, 2010; van der Linden, Scholte, Cillessen, te Nijenhuis & Segers, 2010).

Neuroticism has been shown extensively across the literature to be negatively related to work performance – not just at the individual level, but also the team and organisational levels (Judge, Higgins, Thoresen, & Barrick, 1999; Neal, Yeo, Koy & Xiao, 2012; Salgado & Murphy, 1997).

Conscientiousness is a good predictor of an individual's ability to be productive and do their job well (Harris & Fleming, 2017; Neal, Yeo, Koy & Xiao, 2012). If these findings can be replicated, then perhaps we would also expect to see this reflected in the responses of managers' subordinates, in that employees who perceive their managers to be higher on conscientiousness may perceive them to be doing their job well and thus like them more.

Extraversion has been found to be negatively related to individual task proficiency and proactivity by Neal, Yeo, Koy and Xiao (2012), although the authors mention these findings may be attributed to the sample population, who were from an administration firm where expressions of extraversion may be looked down upon. Given the study involved supervisor-rater data, this could explain the finding. On the other hand, extraversion is positively correlated with likeability (Nikitin & Freund, 2010; van der Linden, Scholte, Cillessen, te Nijenhuis & Segers, 2010).

A study by Kirkpatrick and Locke (1991) concluded that successful leaders have different characteristics to the average person, with some of these key characteristics having factor loadings consistent with the Big Five (Costa & McCrae, 1992). For example, 'drive', 'ambition' and 'leadership motivation' all correspond with the trait conscientiousness; 'energy' and tenacity' correspond with extraversion; 'honesty and integrity' correspond with

agreeableness; and 'self-confidence' is reflective of people low in neuroticism (Kirkpatrick & Locke, 1991).

Nahavandi (2006) reported characteristics of leaders which have been shown to be primary causes for their failure. Some of these factors demonstrated internal consistency with elements of the Big Five factor structures. These included 'coldness and arrogance', which corresponded negatively with the factor 'warmth' within the 'extraversion' domain (varimax-rotated principal component loading (VRPCL) = .66) (Costa & McCrae, 1992). Furthermore, 'poor performance' negatively corresponded with 'achievement striving' under the domain 'conscientiousness' (VRPCL = .74), and 'untrustworthiness' negatively corresponded with 'trust' within the 'agreeableness' domain (VRPCL = .56) (Costa & McCrae, 1992). 'Angry hostility' within 'neuroticism' corresponded with 'an abrasive, intimidating style' (VRPCL = .63). These results suggest poor manager performance is associated with low extraversion, conscientiousness and agreeableness, as well as high neuroticism. In this study, we will consider a slightly different approach: that these associated managerial personality traits will result in poor *employee* performance. This will supplement the existing literature in that it will help determine whether managers with these types of personality traits not only affect their own performance, but also that of their employees.

Further to the above findings, Baptiste (2018) investigated the effects of the Big Five personality traits on authentic leadership and positive manager performance, using a sample from students, faculty and staff members at a university. The two major findings were a positive correlation between conscientiousness and authentic leadership and a negative correlation between neuroticism and authentic leadership. Her results showed that the Big 5

personality traits accounted for 46.9% of the variance. Meanwhile, openness and extraversion yielded insignificant results, and agreeableness was negligible.

The research is valuable but could be improved by extending the participant pool to include those within a wider variety of organisational settings. Furthermore, in terms of employee loyalty to a company, Baptiste (2018) suggested that an area for future study is to look at the influence of positive managerial leadership on employee length of tenure. This study will take this into consideration by looking at intention to remain for those currently still under their manager, and reason for leaving for those who have left the job.

Research has not yet explicitly looked at the relationship between the Big 5 personality traits within managers and employee outcomes such as productivity, intrinsic/extrinsic motivation and intention to remain at the company. Many of the studies discussed have looked only at employees, or even more general populations. In this study we seek to clearly establish whether managerial personality traits have an effect on workers. Based on the findings of previous research which has consistently shown high levels of neuroticism and low levels of agreeableness and extraversion in the general population result in negative outcomes, while increased levels of extraversion and conscientiousness usually correspond with positive outcomes (Baptiste, 2018; Harris & Fleming, 2017; Judge, Higgins, Thoresen, & Barrick, 1999; Neal, Yeo, Koy & Xiao, 2012; Nikitin & Freund, 2010; van der Linden, Scholte, Cillessen, te Nijenhuis & Segers, 2010), our first two hypotheses are the following:

Hypothesis 1: Employees who express having managers with high levels of neuroticism and low levels of agreeableness and extraversion will dislike their manager.

Hypothesis 2: Employees who express having managers with high levels of extraversion and conscientiousness will like their manager.

1.3 Theory X and Theory Y: Leadership Style

Theory X/Y is a management theory proposed by McGregor (1960) in his book *The Human Side of Enterprise*. According to McGregor (1960), supervisors with Theory X style tend to have a very hard-line view towards people management and believe that people only work because they have to, thus causing them to respond to their employees with high levels of supervision. They do not give their workers much freedom to be autonomous in their tasks or work methods, but rather dictate the details of how their work must be done. Meanwhile, Theory Y style managers believe people work because they genuinely desire to, rather than just doing it because they must. As such, they are more open to employees showing creativity and having freedom in how they work and sometimes what they work on. They do not supervise overly closely except when required, and tend to believe that employees will be responsible for their own work (McGregor, 1960; Sarris & Kirby, 2013).

However, empirical evidence is scarce and mixed for which management style produces more positive outcomes in employees. Gürbüz, Şahin and Köksal (2014) conducted research on the effect of military leaders' Theory X/Y management styles on their subordinates. They found that employee satisfaction with leaders is obtained when their superiors have a Theory Y style of management. Employees also had higher affective commitment and displayed more positive behaviours associated with 'organisational citizenship behaviour', which are actions that facilitate smooth functioning of the organisation, but are not stipulated in employee contracts (Gürbüz, Şahin & Köksal, 2014; Organ, 1998). Meanwhile, Theory X military leaders were shown to have subordinates who were less satisfied with their leaders, although it didn't significantly impact affective commitment or organisational citizenship behaviour (Gürbüz, Şahin & Köksal, 2014). However, this study was limited to the military context which is a very specific type of

industry that is also male-dominated, as was reflected in the participants of the study. To try

and address this gap in research and increase the external validity surrounding McGregor's

Theory X/Y, this study will not be industry-specific, which means there should be a greater

representation of industries and gender. Furthermore, this study will examine the impact of

Theory X/Y leadership style on employees in conjunction with managerial personality traits

and employee personal preferences of management style, as research has shown that

management style alone is not enough to predict employee outcomes (Kirkpatrick & Locke,

1991; Runyon & Feishman, 1973).

Morse (1970) acknowledges there is not always a straight-forward distinction between

which management style is helpful for employees and which is not useful, or even

detrimental. Different organisational environments require different types of management,

and this is all very dependent on the type of work being completed and the employees

(Morse, 1970). Likewise, we need to understand individual employee preferences. For

example, despite the fact that most people seem to prefer being led by a Theory Y style

manager, some employees actually prefer to be managed in a more Theory X style because

they find managers who provide too much self-direction and not enough structure to be

frustrating (Runyon & Feishman, 1973).

Nevertheless, research examining the relationship between managerial style and

employee outcomes is limited, so there is not yet a substantial body of evidence to base this

study upon. It is hard to say whether managing using one style affects the productivity of

workers compared with the other style, so a prediction will not be made about that in this

study. However, it will certainly be a point of interest. Based on what is in the literature and

has been afore discussed though, the following hypothesis was developed:

Hypothesis 3: Employees will like their manager more when they perceive their manager to be motivated by McGregor's Theory Y as opposed to Theory X.

1.4 Job Satisfaction and Worker Productivity

Harris and Fleming (2017) found a positive correlation between productivity propensity and both job satisfaction ($t(127)=2.71$, $p<.05$) and self-rated performance ($t(127)=-4.50$, $p<.05$). Further to this, Kang and Busser (2018) looked at employee engagement and found that when employees are engaged in their work they perform better. They also found that employee turnover intentions are mediated by employee engagement with work, which is determined by psychological capital and service climate (Kang & Busser, 2018). When subordinates have a good relationship with their manager, they are also more likely to look upon the work climate favorably (Kozlowski & Doherty, 1989). This suggests job satisfaction may increase if the worker likes their manager. We will look at this relationship to see if these findings can be replicated in our study.

However, relationships between subordinates and superiors is not always so straight-forward. McGregor (1960) proposed that managers generally unwittingly participate in self-fulfilling prophecies, whereby they believe their employees will perform a certain way, and thus the manager acts accordingly in interactions with subordinates. This, he proposed, results in employees acting in the very way the manager expected. Thus, the employee with a Theory X style manager will be less intrinsically motivated to be productive and work efficiently than the employee with a Theory Y style manager (Kopelman, Prottas and Falk, 2012). As this theory has had very little empirical evidence in support or rejection, this study will include self-reported productivity and time use on the job as outcome variables so that evidence for or against the theory can be gained.

1.5 Intrinsic and Extrinsic Values at Work

Research has shown that 75% of employees voluntarily leave their job because of a reason that was within the hands of their manager to change (Robison, 2008). The major of these reasons included career advancement opportunity, pay, lack of job suitability and also 'management / general work environment' (which accounted for 16.5% of voluntary resignations). These types of reasons fall under two motivators for why people work: intrinsic and extrinsic factors.

Much research in the past has investigated extrinsic and intrinsic work values and what keeps employees motivated at work. The vast majority of research indicates that intrinsic factors are greater motivators than extrinsic factors (Murayama, Kitagami, Tanaka & Raw, 2017). Intrinsic motivation is also a significant and direct protective factor in dealing with workplace stress (Zurlo, Pes & Capasso, 2016). However, there is a clear theory-practice gap in that despite all this research, most people (including managers) still believe people are most motivated by extrinsic rewards (Murayama, Kitagami, Tanaka & Raw, 2017).

Cerasoli, Nicklin and Ford (2014) conducted a 40 year-long meta-analysis and found that intrinsic motivation was a moderate to high predictor of performance across a range of situations (i.e. across the workforce, at school, etc.). This is consistent with Kuvaas, Buch, Weibel, Dysvik and Nerstal (2017), who also found a positive correlation between intrinsic motivation and employee performance. DeVoe and Lyengar (2004) surveyed 1,760 participants across 3 different cultural groups and found that employees consistently reported higher motivation from intrinsic factors as opposed to extrinsic incentives. However, it has also been found that when incentives (or extrinsic motives) are directly associated with performance, then intrinsic motivation becomes less important in predicting performance, and extrinsic becomes more so (Cerasoli, Nicklin and Ford, 2014).

Interestingly, Hui, Chiu, Yu, Cheng and Tse (2007) conducted a study on 511 frontline service employees and found that employees were only affected by their supervisor's behaviour when the work conditions were poor. On the other hand, when the work environment was good, no substantial difference in employee behaviour was found as the result of changing supervisor behaviour. Cerasoli, Nicklin and Ford (2014) suggested that future research could look into using non-performance criteria (such as wellbeing or satisfaction) to see how these factors influence job performance. This study will address this gap in research by having participants rate their level of satisfaction with a number of workplace intrinsic and extrinsic factors, as well as measuring their self-rated productivity on the job. Those who really liked their manager will then be compared with those who didn't in order to determine whether managerial behaviour plays a mediating effect under poor working conditions.

Furthermore, the present study will add new knowledge to existing literature by examining intrinsic and extrinsic motivation as an outcome variable. Almost all other studies looking at this type of motivation have focussed on the causal relationships between intrinsic and extrinsic factors (as independent variables) and some type of dependent variable, so in this study we seek to examine what happens when this is reversed. Intrinsic/extrinsic motivation will become a dependent variable, manipulated by the factors of how much the employee likes their manager, what their manager's personality traits are, and whether their manager is Theory X or Y orientated. As such, the additional hypothesis is proposed:

Hypothesis 4: Employees who dislike their manager will be more extrinsically motivated for work, while those who like their manager will be more intrinsically motivated.

CHAPTER 2

Method

2.1 Participants

Participants were University students, members of the University of Adelaide Alumni and other members of the general population. University students were recruited from a first year psychology class, who participated for course credit. Alumni were recruited through a representative who forwarded the study on to them on the researcher's behalf to ensure confidentiality. The study link was also shared on various social media platforms.

Using the software G*Power 3.1, the number of participants required was calculated. Using an F test and a linear multiple regression (fixed model, R^2 deviation from zero) and achieving an effect size of 0.15 with 0.95 power, a minimum sample size of 89 participants was determined.

Participants in this study were current or past (i.e. within the last 10 years) employees of a manager or supervisor they either strongly liked or disliked. Useable data from 102 participants was obtained. Demographics are outlined in Table 1.

Table 1

Demographic information showing number of participants and percentage for each variable

Demographic	Number of participants *N*=102	%
Age		
17-25	58	56.90
26-35	19	18.60

36-45	15	14.70
46-55	4	3.90
56-65	5	4.90
Gender		
Male	31	30.4
Female	70	68.6
Education		
Certificate	15	14.7
Year 12	40	39.2
Undergraduate degree	21	20.6
Postgraduate degree	16	15.7
Other	8	7.8
Current study load		
Not a student	48	47.1
25% load	2	2.0
50% load	7	6.9
75% load	4	3.9
Full time	40	39.2
Current employment status		
Currently unemployed	11	10.8
Temporary employee	2	2.0
Trainee or apprentice	1	1.0
Casual irregular	7	6.9
Casual part-time	28	19.6
Casual full-time	4	3.9
Contractor	3	2.9
Permanent part-time	21	20.6
Permanent full-time	24	23.5
Work hours per week		
Currently unemployed	10	9.8
10 or under	6	5.9
Between 10 and 20	26	25.5
Between 20 and 30	24	23.5

Over 30	35	34.3

The two groups of those who liked and those who didn't like their managers were almost equally represented, as can be seen in Table 2. Table 2 also outlines the demographic information for managers as estimated by participants.

Table 2

Demographic information for managers as estimated by participants

Demographic	Number of participants N=102	%
Feelings toward manager		
Really don't/didn't like	53	52.0
Really like/liked	49	48.0
Manager's gender		
Male	53	52.0
Female	48	47.1
Manager's age		
Between 20 and 30	22	21.6
Between 30 and 40	27	26.5
Between 40 and 50	29	28.4
Between 50 and 60	20	19.6
Over 60	3	3.0
Unsure	1	1.0
Management qualification		
No	45	44.1
Yes	34	33.3
Unsure	23	22.5

2.2 Measures

2.2.1 Managerial Personality

A revised version of the NEO-FFI was used in this study, which is a shortened version of the NEO-PI (Costa & McCrae, 1992). The test consists of 60 questions, each pertaining to one of the Big 5 personality traits. Participants were asked to complete the questionnaire on one manager they have had at some point within the last 10 years that they either really liked or disliked. Multiple submissions of the survey for different managers from the same participant were not allowed to preventing nesting of the data.

Traditionally, the test is used for self-assessment of personality traits. However, in this instance, the test was revised to allow participants to assess their managers instead, in accordance with the *Referent-Shift Consensus Model* (Chan, 1998). Revising measures in this way alters the wording of the lower level constructs (in this case, the individual personality traits) within a pre-existing measurement construct (the NEO-FFI) to change the focal referent from one entity to another (the individual to the individual's superior) (Chan, 1998). Such practice is shown to be a reliable and valid method (Chan, 1998). There were three main revisions to the original text. Firstly, the use of the personal-pronoun 'I' was changed to 'my manager', in order to reflect the referent-shift. Secondly, in order to facilitate participants completing the questionnaire on a current or previous manager, all verbs were translated to give the present and past tense. While this arguably may have made the questionnaire more convoluted, the perceived value (i.e. participants having confidence in choosing a present or past manager, and thus better responses) was predicted to outweigh the slight increase in difficulty reading the questionnaire easily. Thirdly, some of the original questions were worded as 'I feel', which was changed to 'my manager seems/seemed to be'. This made the questionnaire easier for participants to answer, and also contributed to the goal of obtaining information of how the employee perceived their manager to be.

Cronbach's α for the NEO-FFI in this study was calculated to be .90.

2.2.2 Management Style

The second part of the assessment was a 10-item measure developed by Kopelman, Prottas and Falk (2012). The instrument was created with the aim to operationalise McGregor's (1960) Theory X/Y styles of management and provide participants with an idea of which theory is most like them. Participants respond to each statement on a 5-point scale from 'Strongly disagree' to 'Strongly agree'. This measure has demonstrated good psychometric properties, with testing of participants by the assessment creators split into two subsamples. Group 1 achieved a Cronbach's alpha of 0.74 (n=300), while Group 2 achieved similar ($\alpha = 0.76$; n=264). Test-retest reliability was also good (0.73, p < 0.00) (Kopelman, Prottas & Falk, 2012).

For this study, the 10 questions were presented twice. The first time, participants described themselves (which was what the test was originally designed for). The second time, they responded with how they think their chosen manager would have responded. This provided an overall score for whether the participant preferred being managed in a Theory X or Theory Y style, while also giving a subjective response to which style their manager used. Cronbach's α in this study was found to be .79 for the participant's ratings of themselves, and .92 for participant's ratings of their manager.

2.2.3 Job Satisfaction

The third measure used in this study was a section of the *Scales for the measurement of some work attitudes and aspects of psychological well-being*, created by Warr, Cook and Wall (1979). The measure consists of 8 scales of questions, with all groups designed to be separable from the others if the researcher requires. The aim was to create a robust instrument

which was psychometrically acceptable, had normative data, and could be used to quickly make valid and reliable assessments on work-related topics (Warr, Cook & Wall, 1979). In this study only the 'Job Satisfaction' scale was used, as it has 15 questions which divide into two groups: intrinsic factors and extrinsic factors. Participants rated how satisfied they were with each aspect on a 7-point rating scale, with 1 being 'extremely dissatisfied'. The items remained the same, but the prelude was written differently to the original for brevity and to more accurately reflect the needs of this study. Warr, Cook and Wall (1979) found this scale to have a test-retest reliability correlation coefficient rate of 0.63, which is not extremely high, although the present study achieved $\alpha=.95$.

2.2.4 Worker Productivity

Productivity of workers was measured using the *Productivity – Propensity Scale*, developed by Harris, Brown, Mowen and Artis (2014). This was used to gauge how productive participants rated themselves while under their manager, as well as how well they used their time. The measure was used by Harris and Fleming (2017), although it does not appear to have been commonly used in previous literature by others. Despite this, it is a simple yet effective 4-item measure which has high internal consistency ($\alpha = 0.82$ reported by Harris and Fleming (2017) and .89 in present study). Participants rated themselves on a 9-point Likert scale, ranging from 1 'not at all descriptive' to 9 'extremely descriptive' on questions such as 'I work hard to increase my productivity on the job'. They answered the questions in their original format, except for the addition of the past tense verbs (e.g. work/worked).

2.2.5 Turnover Intentions

For those completing the questionnaire with a current manager in mind, intention for employees to remain within the company was ascertained using the single-item measure developed by Ketchand and Strawser (1998), which has been shown by its authors to have high subject-response reliability (despite the fact Cronbach's α cannot be calculated for a single-item measure). Participants used a 5-point Likert scale to rate their likelihood of remaining within the organisation from 1 (not at all likely) to 5 (definitely). A text box was also provided to elaborate on their response. For those completing the questionnaire on a previous manager, they were simply asked if they stayed or left while their chosen manager was in charge. Under both conditions, a text box was again provided for expansion.

2.3 Procedure

The survey was conducted online using Survey Monkey. Participants were firstly informed about the nature of the study and provided details about questionnaire content, confidentiality, and who they could contact with questions. They were then given 3 preliminary questions: the first confirmed they were either over 18 or were between 16-17 and had received parental permission to participate. The second two questions were comprehension-related to make sure they had read and understood the questions. They had to respond to these questions correctly before proceeding. Next, participants were asked demographic information relating to age, gender, highest level of education, current study load, current work load and basis of employment. The 'basis of employment' options were sourced from the Australian Government Business (2017) website. "Volunteers" was not listed on this website and thus was excluded. The option was also excluded to increase validity of the survey outcomes, particularly in the measure of intrinsic or extrinsic motivation for work, given volunteers have much less opportunity to be extrinsically motivated than paid workers (Boezeman & Ellemers, 2009). After demographics and general information about the manager they were choosing to complete the questionnaire on was obtained, the 5 measures were given to them, as outlined in section 2.2. The study took approximately 15-20 minutes to complete in total. A full version of the study can be found in Appendix A.

CHAPTER 3

Results

3.1 Sample Preparation

Out of 162 people who opened the survey, useable data from 102 participants was obtained (62.96%). Some people did not complete all sections of the survey, but each full section that they did complete was included. This means the number of participants varies depending on the measure being used (lowest N=89).

3.2 Demographic Analysis

Descriptive statistics, zero order correlations, and Spearman's Rho reliability estimates are presented in Table 3. The assumptions for a standard parametric test were violated given that almost all variables in this data set were non-parametric and non-normally distributed, thus Spearman's Rho was used to produce the correlation matrix.

For the descriptive statistics that were not included in the matrix, a few main significant results should be mentioned. Although the model explained very little of the variance, age correlated negatively with participants' total ratings of Theory X (r=.17, p=<.001) and positively with Theory Y (r=.09, p=<.05), suggesting that as people get older they become described by their subordinates as lower on Theory X and higher on Theory Y. Scatterplots of the data also showed a relatively linear pattern. The somewhat weak correlations may be attributed to the small number of people 45 years and older who participated.

Table 3

Means, standard deviations and Spearman's Rho correlations amongst variables

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Feelings to manager (Really didn't like=1, Really liked=2)	1.48	0.50															
2. Neuroticism	19.86	9.22	-.530**														
3. Extraversion	26.95	9.17	.718**	-.634**													
4. Openness	22.80	6.61	.397**	-.311**	.431**												
5. Agreeableness	21.95	13.93	.785**	-.616**	.779**	.494**											
6. Conscientiousness	27.00	11.07	.594**	-.720**	.611**	.274**	.625**										
7. Participant Theory X total	12.36	3.16	0.008	0.145	-0.012	-.214*	-0.033	-0.161									
8. Participant Theory Y total	18.01	2.71	-0.028	-0.056	-0.034	0.03	-0.013	0.113	-.586**								
9. Manager Theory X total	15.55	4.99	-.584**	.557**	-.610**	-.554**	-.764**	-.605**	.294**	-0.186							
10. Manager Theory Y total	15.84	4.50	.652**	-.526**	.677**	.528**	.797**	.586**	-0.075	0.131	-.763**						
11. Productivity	12.77	4.65	.583**	-.404**	.532**	.276**	.551**	.380**	-0.116	0.107	-.425**	.468**					
12. Time use	11.98	4.44	.536**	-.396**	.478**	.390**	.480**	.368**	-.237*	0.19	-.400**	.352**	.793**				
13. Manager supervision satisfaction	1.87	1.76	.901**	-.578**	.773**	.511**	.867**	.653**	0.018	-0.002	-.649**	.730**	.627**	.576**			
14. Total job satisfaction	63.95	22.62	.796**	-.584**	.760**	.591**	.790**	.645**	-0.015	0.091	-.620**	.744**	.578**	.536**	.873**		
15. Intrinsic motivation	3.62	1.48	.781**	-.601**	.775**	.611**	.791**	.618**	-0.031	0.072	-.606**	.742**	.593**	.560**	.860**	.973**	
16. Extrinsic motivation	4.38	1.42	.777**	-.540**	.721**	.536**	.750**	.639**	0.002	0.101	-.602**	.703**	.531**	.485**	.843**	.971**	.896**

Note. Max *N* = 102, Min *N* = 86.

*p<.05

**p<.01 (two-tail

3.3 Hypothesis Testing: Perceived Personality Traits of Managers

One of the main aims of this study was to examine the extent to which the personality traits of managers as perceived by their employees has an effect on whether the employee likes their manager or not. Prior to conducting the correlation analyses, tests for outliers, homoscedasticity and normality of the distribution were checked using scatterplots and the two-sample Kolmogorov-Smirnov Goodness-of-Fit test (which was used due to most of the data being non-parametric).

Comparisons between the two groups (those who liked their managers and those who didn't) revealed significant results for each personality trait within managers as perceived by their subordinates. When employees reported their managers having higher neuroticism, it was found to be negatively associated with employees liking their manager ($t(100)=-6.40$, $p<.001$, $R^2=.29$), while extraversion ($t(100)=10.22$, $p<.001$, $R^2=.51$), openness ($t(94)=4.19$, $p<.001$, $R^2=.15$), agreeableness ($t(94)=12.93$, $p<.001$, $R^2=.63$) and conscientiousness ($t(98)=7.47$, $p<.001$, $R^2=.35$) were all found to be positively related. The findings for neuroticism, agreeableness, extraversion and conscientiousness were expected and in line with Hypotheses 1 and 2. Meanwhile, no prediction was made about openness, although it has the weakest of these personality correlations, suggesting managerial openness does not strongly affect whether the subordinate likes the manager.

Table 4 shows the results of combining the responses within each personality domain (e.g. all the responses for neuroticism, then separately all the responses for extraversion, etc.) and then conducting a t-test to compare the average scores for each personality trait of those who did like their manager compared with those who didn't. The t-tests revealed significant differences between groups for every personality trait.

Table 4 also shows the average scores for both groups compared with the NEO-FFI normative data, as outlined in the *NEO-PIR Professional Manual* (Costa & McCrae, 1992). For the group who really liked their manager, ratings of their manager remained consistently average in comparison to the normative data from the general population, with the exception of extraversion, which was higher. This means that the first hypothesis was only partially supported. Those who didn't like their manager perceived them to be high in neuroticism and low in openness, agreeableness and conscientiousness, whilst average in extraversion. Given Hypothesis 1 predicted extraversion and agreeableness to be to be low in disliked managers and neuroticism to be high, it was only partially supported by the results.

Table 4

Cumulative results for each of the Big 5 Personality Traits in comparison with the general population

Trait	Didn't like manager (*n*=53)			Did like manager (*n*=49)			*t*-score
	Total	Average	NEO-FFI	Total	Average	NEO-FFI	
Neuroticism	1303	24.6	High	712	14.5	Ave	11.92*
Extraversion	1097	20.7	Ave	1623	33.1	High	17.48*
Openness	1078	20.3	Low	1229	25.1	Ave	6.54*
Agreeableness	603	11.4	Very low	1619	33.0	Ave	29.93*
Conscientiousness	1097	20.7	Very low	1618	33.0	Ave	17.07*

Note. The 'NEO-FFI' column refers to the results of the general population (for both males and females) as reported by Costa and McCrae (2003) in comparison with the group averages obtained in this study.

*p<.0001

3.4 Hypothesis Testing: Theory X/Y

The results showed that managers who were perceived to be Theory Y orientated were more liked ($t(89)=8.13$, $p<.001$, $R^2=.41$) than those who were perceived to be Theory X orientated ($t(91)=-6.95$, $p<.001$, $R^2=.34$). This is consistent with our third hypothesis. Further to these findings, having a Theory Y manager was associated with better outcomes for all the outcome variables, such as productivity, job satisfaction and intrinsic/extrinsic motivation, compared with Theory X (Table 5).

Unsurprisingly, participants' own Theory X/Y orientation was not significantly correlated with like or dislike of their manager, perception of their manager's personality traits or managerial style, or their own self-reported productivity levels or motivation.

Table 5

Comparison of employee outcomes when correlated with Theory X and Y orientated managers

Outcome Variable	Theory Y			Theory X		
	F-statistic	*DF*	R^2	*F*-statistic	*DF*	R^2
Productivity	2.69	78	.29**	2.11	82	.17*
Time use	2.33	78	.26*	2.53	82	.20*
Job satisfaction	107.6	89	.55***	52.43	89	.37***
Manager supervision satisfaction	10.34	78	.61***	7.23	82	.41***
Total job satisfaction	4.93	78	.43***	4.75	82	.32***
Intrinsic motivation	9.82	78	.60***	4.96	82	.33***
Extrinsic motivation	10.05	78	.61***	5.27	82	.34***

* $p<.05$

**$p<.01$

***$p<.001$

3.5 Connecting the Big Five Personality Traits to Theory X/Y

As expected, when participants rated their manager more highly on Theory X orientation, they also rated them more highly in neuroticism, and lower in extraversion, openness, agreeableness and conscientiousness. In contrast, when they rated their manager as highly Theory Y orientated, they also tended to rate them more highly in extraversion, openness, agreeableness and conscientiousness, and lower in neuroticism. The correlation coefficients for these findings are outlined in Table 6.

Table 6

Correlation coefficients (R^2) for participant's ratings of their manager's Theory X/Y orientation and their ratings of the Big 5 personality traits*

Personality trait	Theory X	Theory Y
Neuroticism	.31	.31
Extraversion	.34	.43
Openness	.29	.27
Agreeableness	.58	.61
Conscientiousness	.34	.36

Note. *All values = $p<.0001$

3.6 Hypothesis Testing: Intrinsic vs Extrinsic Motivation

Hypothesis 4 was that employees who dislike their manager will be more extrinsically motivated for work, while those who like their manager will be more intrinsically motivated. Table 7 compares the two groups' ratings of total intrinsic and extrinsic motivation, as rated on the 15-item *Job Satisfaction Scale* (Warr, Cook & Wall, 1979). Results showed that those who liked their manager rated their motivation significantly higher on average for both extrinsic ($t(89)=-11.17$, $p<.001$) and intrinsic ($t(89)=-11.73$, $p<.001$) motivation than those who disliked their manager, thus only partially supporting the hypothesis. The results for

intrinsic motivation were expected given previous research, while those for extrinsic

motivation were surprising.

Table 7

Comparison between groups of the means, standard deviations and correlation coefficients of total intrinsic and extrinsic values.

	M	*SD*	R^2
Didn't like: extrinsic motivation	3.29	0.19	
Did like: extrinsic motivation	5.45	.93	.58*
Didn't like: intrinsic motivation	2.45	.90	
Did like: intrinsic motivation	4.75	.97	.61*

*p<.0001

Intrinsic motivation was shown to be marginally more strongly correlated with

productivity (R^2=.37, p=<.0001) than extrinsic motivation (R^2=.27, p=<.0001).

Furthermore, when singling out 'work conditions' (an extrinsic variable) of the *Job Satisfaction Scale* (Warr, Cook & Wall, 1979), again there was a significant difference between the two groups, as liking a manager was associated with more positive ratings of general work conditions ($t(77)$=6.16, p<.001, R^2=.30).

3.7 Productivity and Time Use

People who liked their manager scored significantly higher than those who didn't on both their productivity levels ($t(66)$=6.81, p<.001, R^2=.35) and use of time on the job ($t(78)$=-6.15, p<.001, R^2=.30). This was also reinforced by the Kolmogorov-Smirnov. Histograms of

the scores towards time use on the job were positively skewed for those who disliked their manager, while time use and productivity were negatively skewed for those who did. However, the histogram for self-reported productivity levels for those with disliked managers suggested a binomial rather than, as was expected, a positively skewed distribution (Figure 1). This suggests there may be another reason that people aim to be productive in their job, for example perhaps they have a good work ethic regardless of their manager.
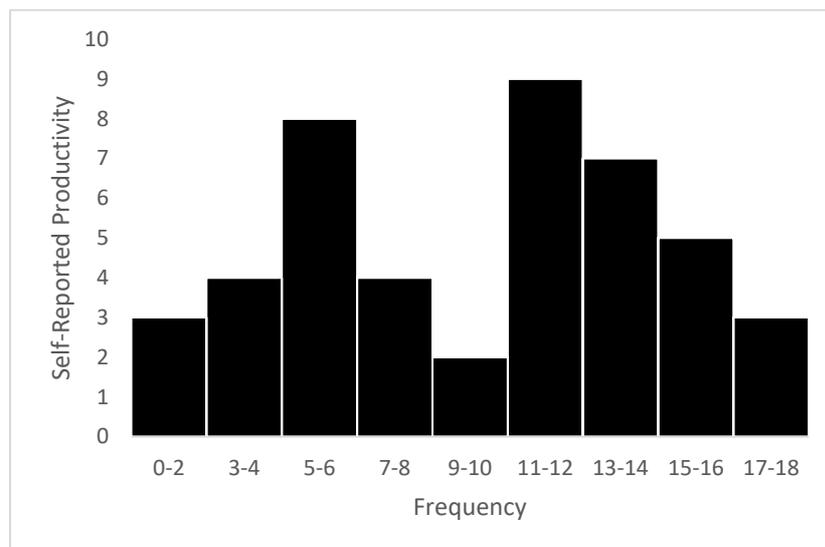

Figure 1. Self-reported productivity levels for those who did not like their manager.

3.8 Intention to Remain at Company

Feelings towards the manager were strongly correlated with overall satisfaction with the manager's style of supervision ($t(74)=24.13$, $p<.001$, $R^2=.87$) and total job satisfaction ($t(88)=12.29$, $p<.001$, $R^2=.63$), both with a with a *KS* value of $p<.001$.

For those who didn't like their manager but were still under their supervision at the time of completing this study, a histogram of the data showed a clear trend of intending to leave within the next year (Figure 2), as did a t-test and the correlation coefficient ($t(28)=3.83$, $p<.001$, $R^2=.26$).
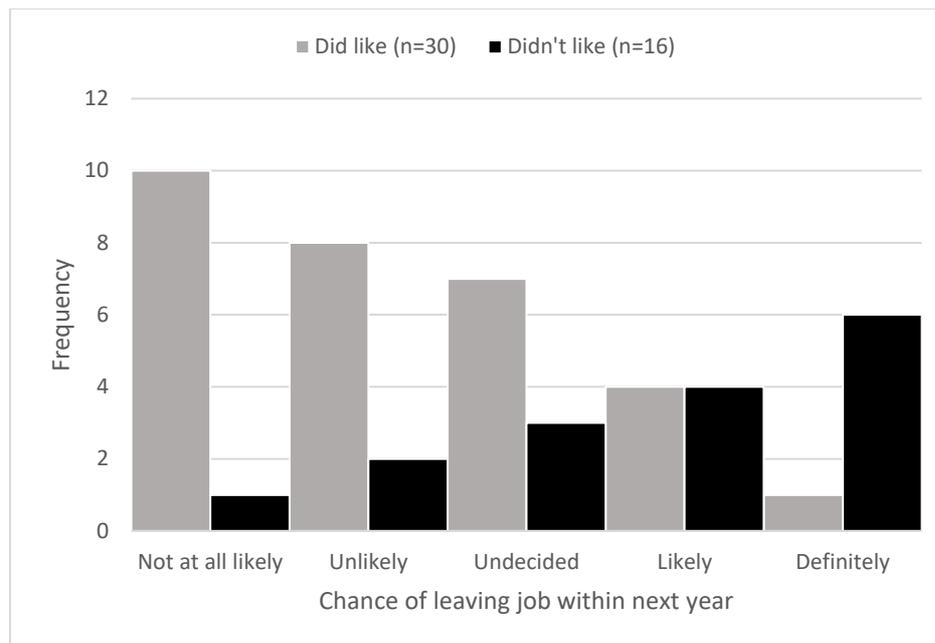
Figure 2. Participants' intention to leave their job within the next 12 months, for those who were under their manager at the time of completing the study.

For those who had already left their job and indicated they liked their previous manager there, most (81%) said they did not leave because of that manager. Instead, in the qualitative responses, people reported having left for reasons such as redundancy, retirement, business closure, study, travel, or job fit (e.g. difficult working conditions or to work in their chosen field after completing study). For those who didn't like their manager, the most commonly reported reason for leaving was a combination of the manager and other factors, followed closely by the manager alone (Figure 3). These 'other factors' were qualitatively reported to be reasons such as moving state, study commitments and career fit. The coefficient of determination supported this ($t(47)=5.90$, $p<.001$, $R^2=.41$).

Figure 3. Reason for leaving job with chosen manager.

Note. For the purpose calculating the correlation coefficient, the response choice 'Same job, different manager' was omitted. This was because only 4 participants selected this response, and it may have skewed results because it did not follow the natural linear progression that the other 3 options did.

CHAPTER 4

Discussion

4.1 Overview of Study

The purpose of this study was to examine how the perceived personality traits and management style of managers affects how likeable they are perceived to be by their employees, and how this in turn affects employee outcomes. Theory X managers are more controlling, expect that their workers only work for money (as opposed to being intrinsically motivated) and don't think employees can contribute good ideas to the organisation. Results showed that managers who were perceived by their employees as being Theory X orientated were also perceived to be higher in neuroticism and lower in extraversion, openness, agreeableness and conscientiousness. Employees who disliked their managers reported lower productivity, job satisfaction, extrinsic/intrinsic job motivation, and were more likely to leave their job within the next year.

In contrast, our findings indicated that favourably perceived managers had higher levels of extraversion and were more Theory Y orientated, which means that workers perceived they were supportive, allowed creativity in the job, didn't micromanage, and provided workers with more freedom to take their work in the direction they wanted to. Employees who liked their manager were self-reportedly more productive at work, more satisfied with their job, had increased extrinsic/intrinsic motivation, and were less likely to leave their job.

4.2 Personality

4.2.1 Neuroticism

The results of this study indicated that disliked managers were described by their subordinates as higher on neuroticism, which is consistent with previous research that has determined that neuroticism has negative outcomes in people (Baptiste, 2018; Judge, Higgins, Thoresen, & Barrick, 1999; Nahavandi, 2006; Neal, Yeo, Koy & Xiao, 2012; Salgado & Murphy, 1997). These results were therefore expected and hypothesised. They were also reflected in the qualitative responses of some of the participants. For example, one participant who rated their manager high on neuroticism also commented: "She was manipulative, rude, did not give recognition or thanks where it was due, belittled staff for making mistakes or asking silly questions. Her disposition reduced employee morale and made work unpleasant, stressful and tense." These types of responses were common for those who didn't like their manager, with many making comments that could be classified within the neuroticism trait (Costa & McCrae, 1992).

4.2.2 Extraversion

It is unsurprising that our results indicated that extraversion was perceived to be significantly higher for liked managers compared with disliked managers, given that previous studies have shown extraversion to be positively related with being liked (Nikitin & Freund, 2010; van der Linden, Scholte, Cillessen, te Nijenhuis & Segers, 2010). For those who liked their manager, they perceived them as being higher in the extraversion domain, which was consistent with Hypothesis 2. For those who didn't like their manager, the perception was their managers had the same level of extraversion as the rest of the population, which was not consistent with Hypothesis 1 as the prediction was they would be lower in it. Past research has shown that generally, managers tend to be higher in extraversion, with poor leaders

particularly being shown to be lower on extraversion (Nahavandi, 2006). One reason for the difference in findings may be managers generally have to be outgoing for their role, so this is not looked upon by subordinates as something that makes them stand out from other managers (van der Linden, Scholte, Cillessen, te Nijenhuis & Segers, 2010).

4.2.3 Openness

Baptiste (2018) reported that openness is helpful for leaders to have, although her results showed no significant relationship between openness and authentic leadership. Research on openness is terms of management is surprisingly scarce, with most studies either not considering openness as a managerial personality trait or finding it to have a negligible effect (Baptiste, 2018).

In the results of this study, although participants who disliked their manager rated managerial openness as lower than the general population, when compared with the group who did like their manager the correlation was the smallest of all the trait comparisons. Thus there appears to be a present but negligible difference for this trait.

4.2.4 Agreeableness

Few studies have examined the effects of managerial agreeableness (or lack thereof) on employees, so this study aimed to address this gap in research. Our results indicated that agreeableness did not deviate significantly from the average score for the general population (Costa & McCrae, 1992) for liked managers. This is consistent with Baptiste (2018) who also found negligible results for agreeableness with authentic leadership.

Of particular importance however is that our results also showed significantly lower perceived agreeableness for disliked managers compared with both the general population and liked managers, such that they are scored off the scale on the 'very low' end by Costa

and McCrae's (1992) standard. The result is slightly surprising due to the extremity, even though Hypothesis 1 predicted low levels of agreeableness for disliked managers. This outcome is perhaps due to the use of observer-rated data instead of self-report measures, meaning reports may have been exaggerated by participants' feelings.

4.2.5 Conscientiousness

Nahavandi (2006) found that managers low in conscientiousness are more likely to fail in their role, which was consistent with the finding in this study. People who disliked their manager rated them 'very low' in conscientiousness, which was significantly different from those who liked their manager, who perceived only an average score of conscientiousness compared to the general population. This went against part of Hypothesis 2 that liked managers would be perceived to exhibit higher levels of conscientiousness. However, this finding also contradicted the findings of Baptiste (2018), who reported that authentic leaders were significantly higher on conscientiousness. Given this trait has been shown to predict an individual's ability to be productive and do their job well by a number of studies (Harris & Fleming, 2017; Neal, Yeo, Koy & Xiao, 2012), a possible reason for our findings is that employees who liked their manager simply perceived their manager was doing their designated job, and thus did not rate them highly in this area. It may also again be due to the lack of self-report data in this study, which previous research used (Baptiste, 2018).

Given the previously discussed findings around personality traits, this study adds to the existing research by examining how certain personality traits not only affect the managers themselves and their work output, but also that of their employees. The results highlight the importance of having people in management positions who display personality traits associated with positive employee outcomes. Of course, each workplace is different and thus

some may require certain types of personalities more than others (Salgado & Murphy, 1997), so this must always be taken into account as well (Baptiste, 2018; Morse, 1970; Nahavandi, 2006).

4.3 McGregor's Theory X/Y and Research Model Evaluation

Our results supported the hypothesis that employees will like their managers more when they perceive them to be motivated by a Theory Y managerial style as opposed to a Theory X style. This contrasts with Aubertine's (1976) assertion that Theory X and Y are not to be considered as opposite ends of a scale, but rather a continuum. These results do not support this idea, but rather suggest there is a stark contrast between the two. Those who liked their manager reported them to be significantly more Theory Y orientated, while those who disliked their manager reported them to be far more Theory X orientated. Employees who perceived their manager as Theory X orientated were also self-reportedly less productive at work, had lower job satisfaction, were more likely to leave the company, and were less extrinsically and intrinsically motivated. The opposite results were found for liked managers.

One possible cause for this cycle was proposed by McGregor (1960), who suggested it was a self-fulfilling prophecy. Managers who believe that their workers will not be productive are likely to treat them like they are not, and thus the workers become unproductive (Kopelman, Prottas & Falk, 2012). This research partially supports McGregor's idea given the findings, however as the purpose of this study was not to investigate this question, direct assumptions cannot be made on whether there is a self-fulfilling prophecy between managerial style and employee productivity.

Another important finding of this study was the relationship between Theory X/Y and the Big 5 personality traits. Theory X managerial orientation was associated with having

higher neuroticism and lower agreeableness, conscientiousness, extraversion and openness. Meanwhile, Theory Y managerial orientation was associated with lower neuroticism and higher agreeableness, conscientiousness, extraversion and openness. This finding is unique to this study and important to note. Given that few studies have examined the relationship between managerial style and managerial personality, this study has helped begin to address this gap in research. Understanding which personality traits are associated with Theory X/Y makes way for future research to be conducted, so that we can better understand how the different orientation types in conjunction with personality affect both employee and organisational outcomes.

4.4 Extrinsic and Intrinsic Values

The finding that people who liked their manager were more highly motivated both extrinsically and intrinsically than those who didn't like their manager was not consistent with Hypothesis 4, as we predicted that liking a manager would be correlated positively only with intrinsic motivation.

A possible reason that both intrinsic and extrinsic motivation were higher for the group who really liked their managers is that perhaps disliked managers supress extrinsic motives. For example, in the scale used, scoring highly on the response item 'your fellow workers' contributed towards a higher total extrinsic motivation (Warr, Cook & Wall, 1979). However, if an employee's manager is highly controlling and does not cultivate a workplace culture of familiarity with colleagues, then the person may never properly interact with their peers and see them as a motivation for working, and thus could rate that question lower, bringing the overall extrinsic motives score down.

This study also showed that intrinsic motivation was more strongly correlated with productivity than extrinsic motivation was, which is consistent with past research (Cerasoli, Nicklin & Ford, 2014; Kuvaas, Buch, Weibel, Dysvik & Nerstal, 2017). As employees find more motivation from work, feel they are being valued, have chances for promotion as they work hard, and generally enjoy their job, their intrinsic motivation may increase. This was again reflected in the qualitative responses of those who liked their manager, with themes evident of people enjoying the leeway given to them by their manager (while simultaneously sensing enough supervisory support), encouragement of the manager in both work and personal development, and an ease of relationship, amongst other things.

For those who didn't like their manager, there were qualitative themes of feeling undervalued, underpaid, unsupported, micro-managed, overburdened and overly criticised. These reasons are related to both intrinsic and extrinsic motives. As one participant described it, their manager was 'rude and egotistical, seldom gave fair credit, [and] pushed an agenda'. These type of responses help further explain our findings.

4.5 Productivity, Time Use and Intention to Remain

The results indicated that those who liked their manager were self-reportedly more productive on the job than those who disliked their manager. This was also the case for use of time on the job, although the results for this were not as clear because they were binomially distributed for the group who didn't like their manager. A possible reason for this may be that some people have a work ethic which causes them to try and use their time wisely on the job, even if their boss is not facilitating that. However, given this was not also evident in the productivity scale, a more probable reason may be that this group felt they had to use their time well out of fear of their manager. Both of these possible reasons were reflected as trends

in some of the qualitative responses. An example was the following participant's response: "I am a very conscientious worker regardless of my manager but she took away all my motivation and pride in my achievements by her response to my problem." This participant had responded with '1' (Not at all descriptive of me) to the first 3 questions on the *Productivity – Propensity Scale* (Harris, Brown, Mowen & Artis, 2014) but then put the highest score, '9' (Extremely descriptive of me), on the last question: 'When I have/had this manager, I hate/hated to waste time on the job'.

Another participant commented as follows: "I worked hard out of fear, but not enjoyment', again rating the last question more highly to indicate they hated wasting time on the job under that manager. These responses therefore help to explain the binomial distribution and slightly weaker correlation (compared with productivity levels) of the 'use of time' variable.

The results of this study are consistent with those of Kozlowski and Doherty (1989), who found that as subordinates' relationships with their manager became more positive, they were also more likely to see their overall work climate more favourably. More specifically, a strong positive correlation was found between liking a manager and liking the job. To investigate this relationship further, one particular question of the intrinsic/extrinsic measurement scale used in this study was selected (Warr, Cook & Wall, 1979). Participants rated on a scale from "extremely dissatisfied" to "extremely satisfied" their satisfaction towards physical work conditions at their job while their manager was in charge. This question was chosen because Hui, Chiu, Yu, Cheng and Tse (2007) previously found that when work conditions are poor employees are affected by the supervisor's behaviour, but when work conditions are good they are unaffected either way by managerial behaviour. Our results partially supported these findings in that participants' ratings of their work

environment were significantly and substantially decreased for those who didn't like their manager, although also increased for those who liked their manager. Some of the qualitative data also reflected this and went against those of Hui, Chiu, Yu, Cheng and Tse (2007). For example, one participant commented: 'The job was mildly satisfying but was largely improved by the management style and disposition of the manager'. One reason that these findings may differentiate from those previously found is because Hui, Chiu, Yu, Cheng and Tse (2007) studied front-line service employees and the effects of their manager on employee service quality, so the type of work may have impacted their results. This study, on the other hand, was not restricted to any type of workplace and therefore most likely has a greater range of workplace contexts incorporated.

Consistent with Robison (2008), intention to remain was negatively related to disliking the manager. In contrast, people with liked managers were less likely to seek employment elsewhere within the next year, and if they had already left then the reason was not significantly related to the manager.

4.6 Practical Implications

Baptiste (2018) recommended in her study that future research look at how managers affect length of employee tenure, so this study took this into account. Our findings supported previous research that showed 75% of employees leave their job because of their manager or related issues (Robison, 2008). In the present study, 56% of participants reported they left their job because of a combination of their manager and other factors, or specifically because of their manager. This increased to 79% when looking only at those who disliked their manager.

Increased staff turnover may be detrimental for organisations, as it can result in reduced social capital, operational disruptions, and financial losses (Winne, Marescaux, Sels, Beveren & Vanormelingen, 2018). What the results of past studies and the current study suggest is that managerial behaviour plays a bigger role in shaping employee attitudes and behaviour and on overall organisational functioning than we assume. The qualitative data generated by this study in the form of comments complemented the quantitative data by further accentuating this finding. For example, organisational disruption was reflected in the following participant's comment: "...My responses reflect that I actually took a lot of legitimate leave (unscheduled annual leave) to avoid having to work with [my manager]." There were also numerous accounts of people saying they left their job because of their manager, which shows the financial cost of poor leadership on organisations.

4.7 Strengths, Limitations and Future Research

The first clear limitation of this study was the assessment of managerial personality and styles using observational data rather than a self-report measure. This meant results were subjective to the participant/employee and there were not any managerial self-reports. This was done due to time constraints, given it would have been difficult to get a large enough sample of both employee and manager self-reports within the timeframe. Furthermore, ethically it would have been problematic because this study was on 'a manager you either really liked or disliked'. For employees who clearly had a poor relationship with their manager, participating in this study with the manager's knowledge could have jeopardised the employee's employment. This would also likely have resulted in participation bias, whereby we would only have results for those who liked their manager. Nevertheless, if future studies could mitigate these difficulties, then it would be insightful to have data from both parties so comparisons could be made between subordinates' and managers' results.

Another reason that managerial responses were not obtained was because the aim was to see how employees' *perceptions* of their manager impacted them. Essentially this nullifies the need to gauge managers' actual scores on personality traits and Theory X/Y, as people can be trained to display different personality traits (Roberts et al., 2017). It is therefore not so important to know what they actually are, just what they are perceived as by subordinates. Nevertheless, it would still be interesting to draw comparisons between reports.

Another possible limitation of this study is that we do not know the situational factors for each organisation represented in our study. Situational factors are unique to each company and affect the manifestation of individual differences within people (Nahavandi, 2006). For example, if an organisation was inflexible and had very set structures in place (for example, in a military setting), then this may result in individual differences in personality becoming less prominent due to the lack of ability for leaders to act as would come naturally to them (Nahavandi, 2006). Therefore, it would be helpful for future studies to also examine the effects of industry-specific or organisational-specific factors.

Another direction for future research is to look at developing and implementing a training program to help managers improve their managerial style. This type of training program could then be implemented and assessed using a longitudinal study to determine the extent to which this type of program could be effective in helping managers improve themselves, and employee and organisational outcomes.

4.8 Conclusion

In summary, this study found that there are significant positive correlations between employees liking their manager and perceiving them to be high in extraversion and Theory Y

orientation. Participants who disliked their manager tended to describe them as significantly higher in neuroticism, while also lower in extraversion, openness, agreeableness and conscientiousness, and Theory X orientated. The results also showed that productivity, use of time on the job, satisfaction with how the manager supervised, total job satisfaction, and intrinsic/extrinsic motivation were all positively and significantly correlated with Theory Y managerial style which was also associated with higher levels of conscientiousness, extraversion, agreeableness and openness, and lower neuroticism. It appears to be that the better manager to hire may therefore be one who has these traits.

One of the major practical implications of this research is that organisations need to be careful about who they are hiring and preferably perform personality/managerial style tests prior to hiring them. Of course, this will need to be considered in conjunction with future research to see if employees' perceptions of their managers' traits actually line up with how the manager self-reports on the same test. Furthermore, we can work towards developing and testing a training program which aims to help managers display the personality traits and management style most shown in this study to be correlated with better overall employee outcomes.

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Appendices

5.1 Appendix A – Online Survey

Please answer the following questions confirming you have read and understand the instructions.

* 1. Please tick a box below to indicate your age

○ I am 18 years old or over

○ I am 16 or 17 years old but my parent/guardian has read these instructions and agrees to my consent

* 2. This study will be about:

○ The impact of natural sun light on staff mood in the workplace

○ The impact of managers' personality traits on employee enjoyment of and productivity at work

○ The impact of relationships with co-workers

○ The impact of staff absenteeism on workplace outcomes

* 3. My personal information and data will be:

○ Published for everyone to see for greater transparency

○ My personal information will be published but data not revealed

○ My data will be published but personal information not revealed

○ Not published at all to maintain confidentiality

How your manager's personality affects you!

About You

Please answer the following questions about yourself as accurately as possible.

4. What is your age in years?

[   ]

5. What is your gender?

○ Male

○ Female

○ Other (please specify)

[   ]

6. What is the highest level of education you have completed?

○ Certificate

○ Year 12

○ Undergraduate degree

○ Postgraduate degree

○ Other (please specify)

[   ]

7. What study load are you enrolled for?

○ Not a student   ○ 75% load

○ 25% load   ○ Full time

○ 50% load

8. On what basis are you employed at work?

○ Permanent full-time   ○ Trainee or apprentice

○ Permanent part-time   ○ Contractor

○ Casual full-time   ○ Temporary employee

○ Casual part-time   ○ Currently unemployed

○ Casual irregular

9. How many hours a week do you perform paid work?

○ Currently unemployed   ○ Between 20 and 30

○ 10 or under   ○ Over 30

○ Between 10 and 20

10. The manager or supervisor I am going to complete this survey on is one I:
Please note a 'manager' refers to a supervisor or overseer of your work.

○ Really like/liked

○ Really don't/didn't like

Please explain why your feelings are/were strongly this way towards them

[   ]

11. What is/was your manager's gender?

○ Male

○ Female

○ Other (please specify)

[   ]

12. What is/was the approximate age of your manager (while supervising you)?

○ Under 20   ○ Between 50 and 60

○ Between 20 and 30   ○ Over 60

○ Between 30 and 40   ○ Unsure

○ Between 40 and 50

13. As far as you are aware, at the time of supervising you, does/did your manager have any qualifications specifically in management?

○ Yes

○ No

○ Unsure

How your manager's personality affects you!

14. Please review the below characteristics and answer the questions with only your one chosen manager from the last 3 questions in mind. Rate each option as honestly and accurately as you can.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My manager isn't/wasn't a worrier.	○	○	○	○	○
My manager likes/liked to have a lot of people around them.	○	○	○	○	○
My manager doesn't/didn't like to waste their time daydreaming.	○	○	○	○	○
My manager tries/tried to be courteous to everyone they meet/met.	○	○	○	○	○

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	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My manager keeps/kept their belongings neat and clean.	○	○	○	○	○
My manager often feels/felt inferior to others.	○	○	○	○	○
My manager laughs/laughed easily.	○	○	○	○	○
Once my manager finds/found the right way to do something, they stick/stuck with it.	○	○	○	○	○
My manager often gets/got into arguments with their family and co-workers.	○	○	○	○	○
My manager is/was pretty good about pacing themself out so as to get things done on time.	○	○	○	○	○
When my manager is/was under a great deal of stress, they sometimes seem/seemed to go to pieces.	○	○	○	○	○
I don't/didn't consider my manager especially "light-hearted".	○	○	○	○	○
My manager is/was intrigued by the patterns they find/found in art and nature.	○	○	○	○	○
Some people think/thought my manager is/was selfish and egotistical.	○	○	○	○	○
My manager isn't/wasn't a very methodical person.	○	○	○	○	○
My manager rarely seems/seemed to be lonely or blue.	○	○	○	○	○
My manager really enjoys/enjoyed talking to people.	○	○	○	○	○

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My manager believes/believed letting students hear controversial speakers can/could only confuse and mislead them.	○	○	○	○	○
My manager would/would've rather cooperate/cooperated with others than compete with them.	○	○	○	○	○
My manager tries/tried to perform all the tasks assigned to them conscientiously.	○	○	○	○	○
My manager often seems/seemed to be tense and jittery.	○	○	○	○	○
My manager likes/liked to be where the action is/was.	○	○	○	○	○
Poetry seems/seemed to have little effect on my manager.	○	○	○	○	○
My manager tends/tended to be cynical and sceptical of others' intentions.	○	○	○	○	○
My manager has/had a clear set of goals and works/worked toward them in an orderly fashion.	○	○	○	○	○
Sometimes my manager seems/seemed to feel completely worthless.	○	○	○	○	○
My manager usually prefers/preferred to do things alone.	○	○	○	○	○
My manager often likes/liked to try new and foreign foods.	○	○	○	○	○
My manager believes/believed most people will take advantage of you if you let them.	○	○	○	○	○
My manager wastes/wasted a lot of time before settling down to work.	○	○	○	○	○

How your manager's personality affects you!

15. Please review the below characteristics and answer the questions with only your **one chosen manager** from the rest of the survey in mind. Rate each option as honestly and accurately as you can.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My manager rarely seems/seemed to be fearful or anxious.	○	○	○	○	○
My manager often seems/seemed to be bursting with energy.	○	○	○	○	○
My manager seldom notices/noticed the moods or feelings that different environments produce.	○	○	○	○	○
Most people my manager knows/knew like/liked my manager.	○	○	○	○	○
My manager works/worked hard to accomplish their goals.	○	○	○	○	○
My manager often gets/got angry at the way people treat/treated them.	○	○	○	○	○
My manager is/was a cheerful, high-spirited person.	○	○	○	○	○
My manager believes/believed we should look to our religious authorities for decisions on moral issues.	○	○	○	○	○
Some people think/thought of my manager as cold and calculating.	○	○	○	○	○
When my manager makes/made a commitment, they can/could always be counted on to follow through.	○	○	○	○	○

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Too often, when things go/went wrong, my manager gets/got discouraged and feels/felt like giving up.	O	O	O	O	O
My manager isn't/wasn't a cheerful optimist.	O	O	O	O	O
Sometimes when my manager is/was reading poetry or looking at a work of art, they seem/seemed to experience a chill or wave of excitement.	O	O	O	O	O
My manager is/was hard-headed and tough-minded in their attitudes.	O	O	O	O	O
Sometimes my manager isn't/wasn't as dependable or reliable as they should be.	O	O	O	O	O
My manager seems/seemed to be seldom sad or depressed.	O	O	O	O	O
My manager's life is/was fast-paced.	O	O	O	O	O
My manager has/had little interest in speculating on the nature of the universe or the human condition.	O	O	O	O	O
My manager generally tries/tried to be thoughtful and considerate.	O	O	O	O	O
My manager is/was a productive person who always gets/got the job done.	O	O	O	O	O
My manager often seems/seemed to feel helpless and wants/wanted someone else to solve their problems.	O	O	O	O	O
My manager is/was a very active person.	O	O	O	O	O

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	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My manager has/had a lot of intellectual curiosity.	○	○	○	○	○
If my manager doesn't/didn't like people, they let them know it.	○	○	○	○	○
My manager never seems/seemed to be able to get organised.	○	○	○	○	○
At times my manager has been/was so ashamed they just wanted to hide.	○	○	○	○	○
My manager would rather go/have gone their own way than be a leader of others.	○	○	○	○	○
My manager often enjoys/enjoyed playing with theories or abstract ideas.	○	○	○	○	○
If necessary, my manager is/was willing to manipulate people to get what they want/wanted.	○	○	○	○	○
My manager strives/strove for excellence in everything they do/did.	○	○	○	○	○

How your manager's personality affects you!

Keep going... you're not far away from finishing!

16. Please answer the following questions in relation to your personal view on each statement.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Most people will try to do as little work as possible.	○	○	○	○	○
Most people are industrious.	○	○	○	○	○
Most people are lazy and don't want to work.	○	○	○	○	○
People naturally like to work.	○	○	○	○	○
Most employees will slack off if left alone by managers.	○	○	○	○	○
Most employees are capable of providing ideas that are helpful to the organisations where they work.	○	○	○	○	○
Employees possess imagination and creativity.	○	○	○	○	○
Employees' ideas are generally not useful to organisations.	○	○	○	○	○
Most employees lack the ability to help the organisations where they work.	○	○	○	○	○
Most employees are trustworthy.	○	○	○	○	○

How your manager's personality affects you!

17. Now, please answer that last question again, but this time answer with how you think your chosen manager would/would have respond/responded.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Most people will try to do as little work as possible.	○	○	○	○	○
Most people are industrious.	○	○	○	○	○
Most people are lazy and don't want to work.	○	○	○	○	○
People naturally like to work.	○	○	○	○	○
Most employees will slack off if left alone by managers.	○	○	○	○	○
Most employees are capable of providing ideas that are helpful to the organisations where they work.	○	○	○	○	○
Employees possess imagination and creativity.	○	○	○	○	○
Employees' ideas are generally not useful to organisations.	○	○	○	○	○
Most employees lack the ability to help the organisations where they work.	○	○	○	○	○
Most employees are trustworthy.	○	○	○	○	○

How your manager's personality affects you!

Section 3 - the final page of questions!

Keeping the same manager in mind, please reflect on the next set of questions and answer as honestly as you can, remembering all answers are completely anonymous.

18. When I have/had this manager, I work/worked hard to increase my productivity on the job

Not at all descriptive of me   Extremely descriptive of me
○

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19. When I have/had this manager, I enjoy/enjoyed using time wisely on the job

Not at all descriptive of me   Extremely descriptive of me
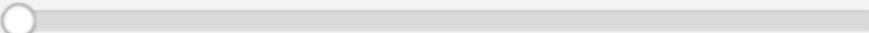
20. When I have/had this manager, I pride/prided myself on being very productive in my job activities

Not at all descriptive of me   Extremely descriptive of me
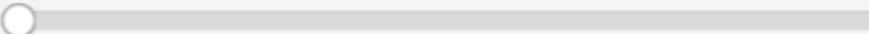
21. When I have/had this manager, I hate/hated to waste time on the job

Not at all descriptive of me   Extremely descriptive of me
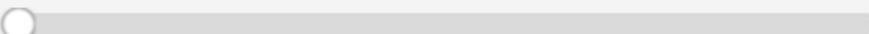
22. My satisfaction level with my job when I have/had this manager is/was:

○ Very satisfied   ○ Mildly unsatisfied

○ Mildly satisfied   ○ Very unsatisfied

○ About the same as when I have any other supervisor

23. My satisfaction level with my manager's style of managing/supervising me when I had this job was:

○ Very satisfied   ○ Mildy unsatisfied

○ Mildly satisfied   ○ Very unsatisfied

○ About the same as when I have any other supervisor

Please explain why

24. For each of the following items, please indicate how satisfied or dissatisfied you are/were with them while your chosen manager is/was in charge

	Extremely dissatisfied	Very dissatisfied	Moderately dissatisfied	I'm not sure	Moderately satisfied	Very satisfied	Extremely satisfied
The physical work conditions	○	○	○	○	○	○	○
The freedom to choose your own method of working	○	○	○	○	○	○	○
Your fellow workers	○	○	○	○	○	○	○
The recognition you get/got for good work	○	○	○	○	○	○	○
Your immediate boss	○	○	○	○	○	○	○
The amount of responsibility you are/were given	○	○	○	○	○	○	○
Your rate of pay	○	○	○	○	○	○	○
Your opportunity to use your abilities	○	○	○	○	○	○	○
Industrial relations between management and workers in your firm	○	○	○	○	○	○	○
Your chance of promotion	○	○	○	○	○	○	○
The way your firm is/was managed	○	○	○	○	○	○	○
The attention paid to suggestions you make/made	○	○	○	○	○	○	○
Your hours of work	○	○	○	○	○	○	○
The amount of variety in your job	○	○	○	○	○	○	○
Your job security	○	○	○	○	○	○	○

25. If you have been describing a current manager, please respond to the following statement:
"It is highly likely I will seek employment at another organisation within the next year."

○ Not at all likely   ○ Likely

○ Unlikely   ○ Definitely

○ Undecided   ○ Not applicable - I have been referring to a past manager

Please describe why you gave that answer.

[ ]

14

26. If you have been describing a past manager, can you please tell us if the reason you left your job was because of that manager?

○ Yes   ○ I am in the same job but with a different manager

○ No   ○ Not applicable - I have been referring to a current manager

○ I left because of a combination of my manager and other
   factors

Please explain your answer and the other reasons (if applicable) that contributed to you leaving.

27. Finally, in your own words, what is/was it about this manager that makes/made you like or dislike them so much?

How your manager's personality affects you!

Finished! Thank you for completing this questionnaire.

If any of the topics in this survey have caused any feelings of depression or anxiety and you feel you need to discuss them further, then please seek help from any of the following resources:

- **Beyond Blue: http://beyondblue.org.au or call 1300 224 636**
- **Lifeline: http://lifeline.org.au or call 13 11 14**
- **A counsellor or psychologist**
- **Your local doctor**

Please click here if you wish to receive an email with the final research report. (This will open a separate web-page in which you can enter your email address without it being linked to your survey responses.) Please ensure you click 'done' at the bottom of this page to submit the questionnaire.

28. If you are a first year Psychology student at Adelaide University, please enter your 5 digit Participation code here:

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Note. The first two pages with participant information and instructions have been removed on this version of the thesis to maintain author anonimity.