

# **Influence of Manager Personality on Strategy Implementation in Private Universities in Kenya**

**Ruth Njeri Mwai**  
**United States International University**

**Juliana M. Namada**  
**United States International University**

**Joseph Ngugi Kamau**  
**United States International University**

*The human element reflected in psychological characteristics has been ignored by organizations despite studies pointing to the human factor as an obstacle towards successfully implementing organizational strategies. The purpose of this paper is to investigate the influence of manager personality on strategy implementation in private universities in Kenya. Data was collected from 360 top, middle level managers and lecturers in 23 private universities in Kenya. Hypothesis were tested using structural equation modelling (SEM), path analysis. The study revealed that manager personality has a positive and significant influence on the strategy implementation of private universities in Kenya.*

## **INTRODUCTION**

Personality traits have an impact on decision making processes of top managers and are predictors of the future of an organization's success (Hasso, 2013). Managers who understand how the personality of individuals differ can use this understanding to improve their effectiveness (Alkahtani et al., 2011). Personality refers to cognitive and behavioral patterns that show stability over time and across situations (Bozionelos, 2004). Researchers have found that personality traits, ability and skills are important predictors of managers' success in implementing of strategies. According to Hasso (2013), personality traits have an impact on the decision making process of top managers and are predictors of an organization's success. It is therefore reasonable to expect that manager personality influences personal values and attitudes (Olver & Mooradian, 2003). Researchers have highlighted many personality characteristics for example openness to experience, conscientiousness, extraversion, agreeableness and neuroticism and argued that these characteristics played a significant role in individual success which extends to the success of the organization as a whole. Choice of the "Big Five Model" model is based on recent calls to use comprehensive and valid psychological frameworks to investigate the relationships between manager personality attributes and organizational outcomes (Hiller & Hambrick, 2005).

## **LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

The section presents the literature on the big five model of personality. Specifically, it detail the foundational works on the theory that have formed the bases for subsequent empirical research. Additionally, the section outlines relevant empirical research that has contributed to the current as well as laying the foundation for the development of an integrated approach to applying Structural Equation Models in the analyses of the factors that determine strategy implementation.

### **LITERATURE REVIEW**

The theoretical basis for this study is the Big five model of personality which represents a taxonomy that comprehensively describes human personality. It represents current agreement in personality assessment and provides a comprehensive way of understanding fundamental personality differences (Peterson et.al. 2003). The five factor model (FFM) is the most researched taxonomy of traits worldwide widely being adopted in social science (Parks-Leduc, Feldman & Bardi, 2015). It claims that human personality consists of five factors: openness to experience, conscientiousness, extraversion, agreeableness and neuroticism (Bhatti, Battour, & Sundram, 2014).

The model represents current orthodoxy in personality assessment and provides a comprehensive way of understanding fundamental personality differences (Allik, 2005; Peterson et al., 2003). Caligiura (2006) indicated that individuals who possess the five characteristics may have the ability to build good professional relationships, achieve goals, and improve organizational performance. These individuals may have good relationships with other people (extraversion), willingness to cooperate (agreeableness), reliability at work (conscientiousness), ability to handle stress (neuroticism) and problem solving skills (openness) (Bhatti, Battour, & Sundram, 2014).

Big five personality traits do not have theoretical perspectives but reflect the natural language used by people in their description of themselves and others (John & Srivastava, 1999). In the last 10 years, the views of many personality psychologists have converged regarding the structure and concepts of personality. However, it has become accepted that all these personality dimensions can be extracted into “Big Five Model” since the early 1990s (Alkahtani, et al., 2011). The five factors have mostly been used by researchers and practitioners to evaluate the personality of individuals (Bhatti, Battour, & Sundram, 2014). Caligiura (2006) indicated that individuals who possess the five characteristics may have the ability to build good professional relationships, achieve goals, and improve organizational performance.

### **HYPOTHESIS DEVELOPMENT**

Openness is one of the least studied of the Big Five personality dimensions in terms of job behavior (Liao & Lee, 2009). According to Clarke and Robertson (2005), openness includes the ability to be imaginative, unconventional, curious, broadminded, and cultured. Open individuals have a strong need for change and are highly capable of understanding and adapting to other peoples’ perspectives hence capable of high success rates in implementing strategies. Individuals who score high on openness are more likely to report involvement in their work, as they entertain curiosity, have appetite for exploring new perspectives and develop interest for activities targeted at successful strategy implementation (Bozionelos, 2004). Openness also relates to people with a high degree of acceptance towards others and have trust in the ideas of other individuals (Judge et al., 1999; Marcati, Guido, & Peluso, 2008).

Managers who are open to new experiences actively seek excitement and risks (Judge, Heller, & Mount, 2002). High openness may prompt job efficiency, because work enables these employees to satisfy their curiosity, explore new viewpoints, and develop real interests in their activities (Liao & Lee, 2009). This need for change and risk taking can promote behaviors that may disrupt the existing product and resource advantages of stable organizations (Nadkarni & Narayanan, 2007). However, managers’ openness to new experience is central to promoting strategic adaptation in dynamic environments (Datta, Rajagopalan, & Zhang, 2003). Developing the capability to precipitate strategic change requires that

managers understand and adapt to multiple perspectives and that they be open and accepting to strategic change.

Individuals with open minds are also thought to be healthier, mature in thinking and action, which is a contradiction with close minded people who feel more sensitive in terms of emotions and love, self-centered and argumentative (Azizi, et al., 2012). Because of their broad interests, divergent thinking, and receptiveness, managers with high openness to experience are likely to implement strategies with broad fields of vision by considering multiple strategic perspectives. Open managers can quickly and effectively notice and interpret new and diverse environmental information that does not fit the existing mind set and are likely to consider a wide range of strategic alternatives, including those that deviate from existing strategies (Nadkarni & Narayanan, 2007). Taken together, it is proposed that:

*H1: Openness of the manager has a significant effect on strategy implementation in private universities in Kenya.*

Studies conducted in USA by Lounsbury, et al. (2012) defined conscientiousness as a trait associated with dependability, reliability, trustworthiness and inclination to adhere to company rules, norms and values; industriousness, perseverance and a sense of duty. It is associated with individuals who are responsible, careful and organized (Bhatti, Battour, & Sundram, 2014). Individuals with self-control, persistence, thorough and are hardworking score high in conscientiousness while lazy, irresponsible and careless individuals score low (Barrick, Mount, & Gupta, 2003). Individuals with high dependability avoid taking actions that deviate from their past experience. An achievement orientation represents need for control and need to receive feedback on actions. Conscientiousness is regarded as a trait for successful implementation of an organization's strategies (Bhatti, Battour, & Sundram, 2014).

Because of their concern for legalism, conscientious managers are likely to rely strongly on dependable, tried-and-true strategies (Rashid, et al., 2016). Over time, as managers rely almost exclusively on known strategies, and selectively ignore new, unique strategies that challenge them, they are likely to develop narrow fields of vision and a selective perception bias that predisposes them to ignore environmental stimuli that do not match existing assumptions. Such a narrowed field of vision and strong selective perception bias create strong barriers to strategy implementation process (Nadkarni & Herrmann, 2010). Achievement oriented managers also feel the need to personally take control and assume responsibility for strategic activities. This trait is the most predictive of employee job performance (Hurtz & Donovan, 2000).

Conscientious managers tend to hold power in their hands and closely monitor and control employee activities in their firms (Nadkarni & Herrmann, 2010). Closely controlled and highly structured decision making is likely to deny creative employees autonomy and freedom to question existing assumptions, create new interpretations, and share information freely. They have a need to reduce uncertainty and to receive feedback (Judge, Heller, & Mount, 2002). Receiving of feedback and planning are central to making strategic decisions. They may therefore not attend to ambiguous and uncertain cues until a decline is experienced that signals the need for developing new strategic thinking which can create delays in decision making and impede responsive capability (Eisenhardt & Martin, 2000; Shimizu & Hitt, 2004). This therefore leads to:

*H2: Conscientiousness of the manager has a significant effect on strategy implementation in private universities in Kenya.*

Extraversion (sometimes known as extroversion) is a trait whereby an individual tends to be sociable, outgoing, gregarious, expressive, warm-hearted and talkative (Lounsbury, et al., 2012). Bhatti, et al., 2013 also reiterates that these individuals portray personality traits like talkativeness, and assertiveness. Individuals with high levels of extraversion personality trait are more energetic, assertive, outgoing and dominant in social situations, strive for position power, impulsive decision making and risk-taking behavior, good social skills in determining relational role of the customer service provider in the service industry (Peeters, et al., 2006). On the other hand, individuals who are associated with this trait possess the personality of hostility, anger and dissatisfaction and could inevitably impact the service delivery and problem solving approach of the organization (Rajiv, Scott, & Brent, 2013).

Extraverted individuals expose low levels of arousal if their workplace is a social environment and less level of stimulation is experienced at home (Tagger & Neubert, 2004). In contrast, introverts express high level of arousal outside the workplace where stimulation is low. LePine and Dyne (2001) found that extraversion was positively related with successful strategy implementation. Judge et al. (2002) found that extraverted individuals performed well in the workplace. Wolff and Kim (2011) reported extraversion was related to expatriates' networking capability. A low score on extraversion explains that an individual who likes to stay in the background is considered less action oriented (Migliore, 2011).

Avoidance behaviors of extravert individuals may weaken business relationships and has been proven to impact on relationships negatively. This may happen because of dominant feature of this trait in granting status to oneself at the cost of others (Rajiv, Scott, & Brent, 2013). From the negative view, this situation might impact mutual understanding of partner values and goals, cooperative and problem solving. Rashid, et al. (2016) indicates that extraverted persons possess behaviors such as criticizing and coercion which may be translated as disrespectful, damage trust and create conflict in relationships between parties hence affect the overall goal of implementing an organization's strategies. Extraverted leaders tend to be more successful due to their talkativeness, sociability and ability to develop a higher number of relationships (Colquitt, Le-Pine, & Wesson, 2014). Thus, we hypothesize that:

*H3: Extraversion of the Manager has a significant effect on strategy implementation in private universities in Kenya.*

Agreeableness is the degree to which an employee shows personal warmth, cooperation and trust. Highly agreeable individuals are easy to get along with as they represent the tendency to be kind, cooperative, modest, attentive to others as well as flexible, forgiving and courteous which impacts on the outcome of an organization's strategy implementation efforts (Barrick, et al., 2003). Agreeableness is associated with altruism, friendliness, kindness and affectionate (Bhatti, Battour & Sundram, 2014) while low agreeableness includes antagonism, impression management and selfishness. Individuals tend to be involved in their work when they view work and career achievement as means for the maintenance and enhancement of their feelings of personal worth and esteem (Bozionelos, 2004).

Individuals who score low on agreeableness are more involved in their work because of their antagonistic and impression seeking nature while those who score high in agreeableness prioritize relationships with others over work and career success (Judge, et al., 1999). Managers with high agreeableness trait have significant positive predictors of work relationships. It is because such managers with compliance and dependence aspects of agreeableness are likely to cause employees to perceive contractual obligations to stay with the organization (Colquitt, Le-Pine, & Wesson, 2014). Managers with high agreeableness are concerned with their job at the workplace, are likely to be concerned with employee's growth and development needs and are likely to be sure that employee's increase success rate of implementing strategies set out (Bono & Judge, 2004).

Agreeableness is a vital component of social attitude in terms of interaction among group members, interpersonal relationship, blending with others and positively correlates with teamwork but negatively affects leadership abilities (Yang & Hwang, 2014). The attributes such as kindness, likeability and thoughtfulness would lead to successful relationships and increase performance and motivation among co-workers. Agreeableness has been known to predict how well strategies are implemented and is positively related to job satisfaction (Azizi, et al., 2012). Excessive agreeable people have the propensity of being kind, cooperative, modest and attentive to others, flexible, forgiving and courteous (Hasso, 2013). This leads to:

*H4: Agreeableness of the manager has a significant effect on strategy implementation in private universities in Kenya.*

Neuroticism is the only Big Five dimension where scoring high is undesirable given that neurotics experience series of challenges at work (Mayende & Musenze, 2014). They have trouble forming and maintaining relationships and are less likely to take advice and forge or maintain friendships. Neuroticism indicates an individual's tendency to be calm, composed, confident, and less anxious (Bozionelos et al., 2010). It highlights degree of adjustment of the individual (Sharma, et al., 2010). Individuals high on neuroticism are better at implementing strategies. Previous research from the Western context have

depicted strong association of neuroticism with career success (Boudreau, Boswell, & Judge, 2001). Managers with high levels of neuroticism feel at ease to adapt to new environments, remain calm in difficult situations, are peaceful and confident (Halim, Sulaiman, & Khairudin, 2011).

Individuals with the ability to control stress, anxiety and depression are strongly associated with activities that involve teamwork in implementing an organization's strategies (Yang & Hwang, 2014 ; Hasso, 2013). Dealing with challenging customers with multiple requests, complaints and demands while seeking for best alternatives in which to be successful at implementing an organization's strategic objectives requires high emotional tolerance (Lounsbury, et al., 2012). On the other hand, employees with low emotional stability or neuroticism have a tendency to get irritated, depressed, uncertain, worried, emotionally reactive, fearful, insecure, anxious, defensive or compulsive (Foulkrod, Field, & Brown, 2010).

Neurotic individuals are vulnerable to stress and lack concentration when dealing with work stress and are associated with poor skills and lack of trust in others (Azizi et al., 2012). These individuals face a difficult time dealing with top management, colleagues and customers (Lounsbury, et al., 2012). Neurotic employees are also less likely to devote themselves to work and more likely to be distracted easily, which increases their behavioral risks. In addition, when a person possesses high neuroticism, he or she likely considers feedback a type of threat that produces anxiety and overly intense stimuli (Liao & Lee, 2009).

## METHODOLOGY

A mix of a survey cross sectional and explanatory design was used in this research. Survey research was found useful in studying the relative incidence, distribution and interrelations of variables while explanatory (Causal) research was conducted in order to identify the extent and nature of cause-and-effect relationships (Creswell, 2005). The target population consisted of 3,594 top level managers, middle level managers and lecturers in the 23 private chartered universities and university colleges in Kenya. These are the categories that are responsible for implementing strategies in their institutions in line with previous research done by Omboi and Mucai (2015). Proportionate stratified random sampling was used to select representative sample of each category of university staff in order to account for the attributes of the various levels. Thereafter, simple random sampling was used to select the number of managers from whom data was collected (Uprichard, 2013). Purposive sampling was used to collect data from top level managers. Table 1 shows sample size distribution across the population categories:-

**TABLE 1**  
**SAMPLE SIZE DISTRIBUTION**

<b>Population Category</b>	<b>Population Size</b>	<b>Sample Size</b>
Top Level Managers	112	11
Middle Level Managers	297	30
Lecturers	3,185	319
Total	3,594	360

Questionnaires were used to collect primary data from a sample size of 360 top level managers, middle level managers and lecturers in the 23 private universities in Kenya. Questionnaires were checked for accuracy of data entry and for missing values. A sub- group mean value replacement function was used to replace missing values as advocated for by Sekaran and Bougie (2013).

This study uses structural equation modeling to investigate the influence of manager personality on strategy implementation. It is noted in this study that the purpose of SEM are as follows: 1) to obtain estimates of the parameters of the model (factor loadings, factor variance and covariance and observed variables. residual errors) and 2) as in this study to identify the observed demographic factors that can independently or interdependently influence strategy implementation. In SEM, the relationship among the

theoretical constructs is represented by regression or path coefficients between factors. The structural equation model implies a structure for the covariance between the observed variables, and as a result, such covariance structure conveys information about the dynamically interactive relationships among the variables. Correspondingly, the combination of direct and indirect effects makes up the total effect of an explanatory variable on a dependent variable. In summary, the employment of SEM can identify the interdependence and causality relationship between the unobserved variables and the observed variables. SEM defines such observed variables as manifest variables, and the unobserved variables as latent variables.

Prior to undertaking structural equation modelling, Exploratory Factor Analyses (EFA) was conducted using AMOS 23 to test underlying patterns of the measurement scales. To assess factorability of items, two indicators were examined which were the Kaiser Meyer-Olin (KMO) measure of sampling adequacy and Barlett's Test of Specificity. Additionally, Communalities measure the variability of each observed variable was used in an attempt to explain by the extracted factors variability. This study employed variance percentage, Kaiser's criterion in order to determine the number of factors that can be best used to represent the interrelations among the set of variables (Hair et al., 2010). Additionally, principal component analysis extracted factors, and factor loadings greater than 0.5 were retained. The reliability and internal consistency of the items constituting each construct was estimated. Confirmatory factor analysis (CFA) was conducted in order to assess the extent to which the observed data fits the pre-specified theoretically driven model. Absolute and incremental fit indices were used to establish whether, overall, the model is acceptable, and if acceptable, then establish whether specific paths are significant. After the measurement model was validated, the next step was to test the validity of the structural model and its corresponding hypothesized relationships.

## DISCUSSION OF RESULTS

This section presents summary statistics for manager personality and strategy implementation.

### SAMPLING ADEQUACY AND SPECIFICITY FOR MANAGER PERSONALITY ON STRATEGY IMPLEMENTATION

Manager personality was identified by variables, namely manager openness, manager conscientiousness, manager extraversion, manager agreeableness and manager neuroticism. The items for manager conscientiousness and manager extraversion merged as an indication that the items measured were similar.

**TABLE 2**  
**KMO AND BARTLETT'S TEST FOR MANAGER NEUROTICISM**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.919
Bartlett's Test of Sphericity	Approx. Chi-Square	3043.75
	df	190
	Sig.	.000

Table 2 indicates that Keiser-Meyer Olkin (KMO) measure of sampling adequacy resulted to 0.919, which is greater than 0.5 as recommended by Cerny and Kaiser (1977). This indicated that the data was adequate to run factor analysis. The Bartlett's test of sphericity was significant ( $\chi^2 (190, N=264) = 3043.75, p < 0.00$ ) confirming that patterns of correlations are close and factor analysis yielded consistent and reliable factors.

## EXPLAINED VARIANCE TOTAL UNDER MANAGER PERSONALITY

Table 2 shows the total variance explained for the factors under manager personality.

**TABLE 3**  
**TOTAL VARIANCE EXPLAINED FOR MANAGER PERSONALITY**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative % Total	Total	% of Variance	Cumulative % Total	
1	8.650	43.248	43.248	8.650	43.248	43.248	7.246
2	2.176	10.881	54.129	2.176	10.881	54.129	6.500
3	1.444	7.218	61.347	1.444	7.218	61.347	5.274
4	1.027	4.633	65.980	1.027	4.633	65.980	3.927
5	.899	3.997	69.977				
6	.645	3.226	73.204				
7	.615	3.074	76.278				
8	.571	2.854	79.132				
9	.553	2.764	81.896				
10	.504	2.522	84.418				
11	.454	2.269	86.687				
12	.421	2.106	88.793				
13	.401	2.006	90.799				
14	.381	1.907	92.706				
15	.326	1.629	94.336				
16	.264	1.320	95.656				
17	.258	1.290	96.945				
18	.238	1.192	98.137				
19	.211	1.056	99.193				
20	.161	.807	100.000				

According to the findings, four factors having eigenvalue greater than one accounted for 65.980 percent of the total variance in the manager personality construct.

**FIGURE 1**  
**SCREE PLOT FOR MANAGER PERSONALITY**

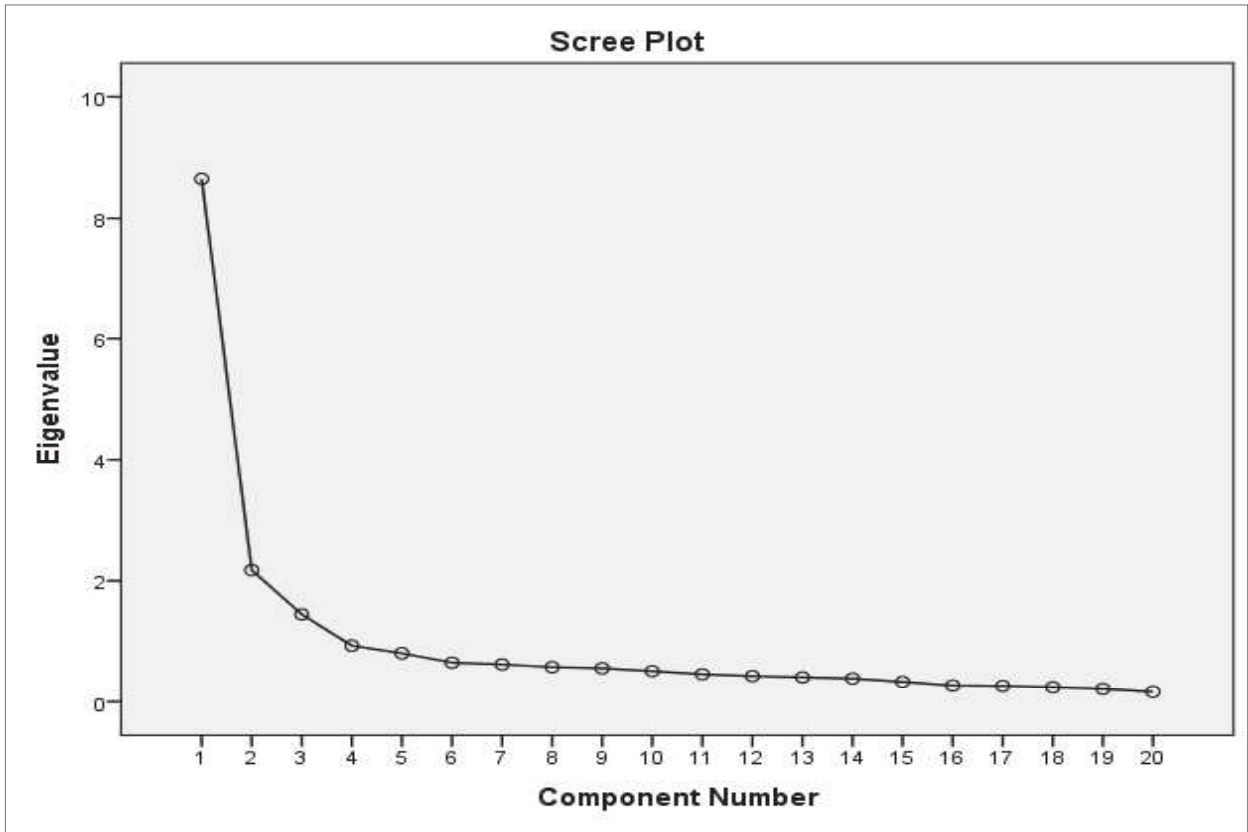


Figure 1 shows the scree plot that was inspected. The inflexion point was observed to be at factor 5. This confirms that four factors under manager personality construct would be retained. These four factors are as represented in the pattern matrix in Table 13.



**TABLE 4**  
**PATTERN MATRIX FOR MANAGER PERSONALITY**

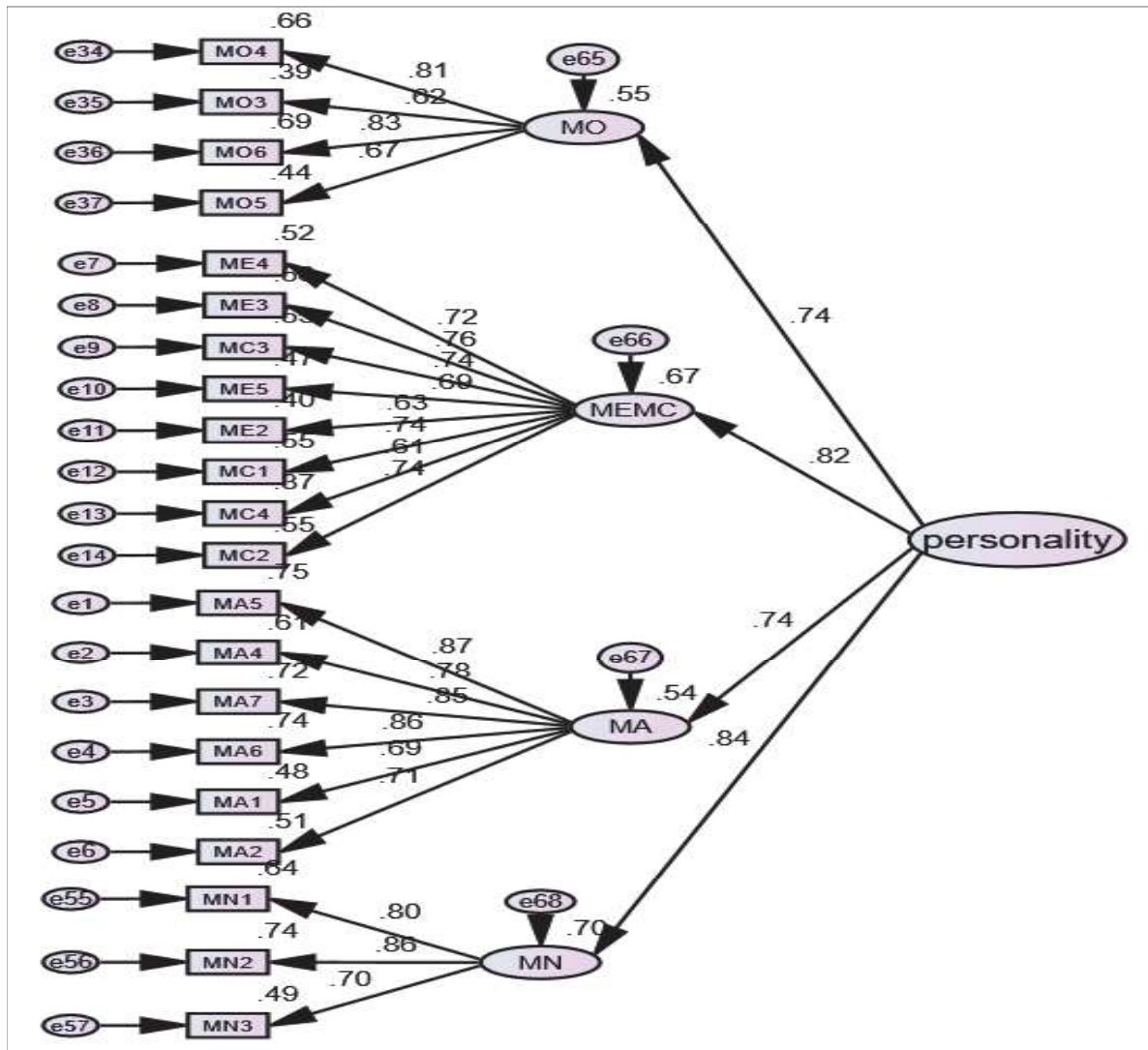
	Component			
	1	2	3	4
MO3			.718	
MO4			.910	
MO5			.714	
MO6			.805	
MC1	.666			
MC2	.711			
MC3	.663			
MC4	.759			
ME2	.648			
ME3	.813			
ME4	.884			
ME5	.669			
MA1		.706		
MA2		.711		
MA4		.895		
MA5		.883		
MA6		.826		
MA7		.888		
MN2				.697
MN3				.635

Table 4 shows that the first component was an amalgamation of conscientiousness and extraversion, which merged as one factor and had eight items loading (MC1, MC2, MC3, MC4, ME2, ME3, ME4 and ME5). The second component was agreeableness, which had six items loading (MA1, MA2, MA3, MA4, MA6 and MA7). The third component was openness, which had three items loading (MO3, MO4 and MO6), and the fourth component was neuroticism with two items loading (MN2 and MN3).

#### **CONFIRMATORY FACTOR ANALYSIS (CFA)**

Confirmatory factor analysis (CFA) was conducted to assess the extent to which the observed data fits the pre-specified theoretically driven model. CFA is a technique usually employed to confirm on a priori hypothesis about the relationship between a set of measurement items and their respective factors. The following section discusses CFA results for the openness of the manager, conscientiousness and extraversion of the manager, agreeableness of the manager and neuroticism of the manager.

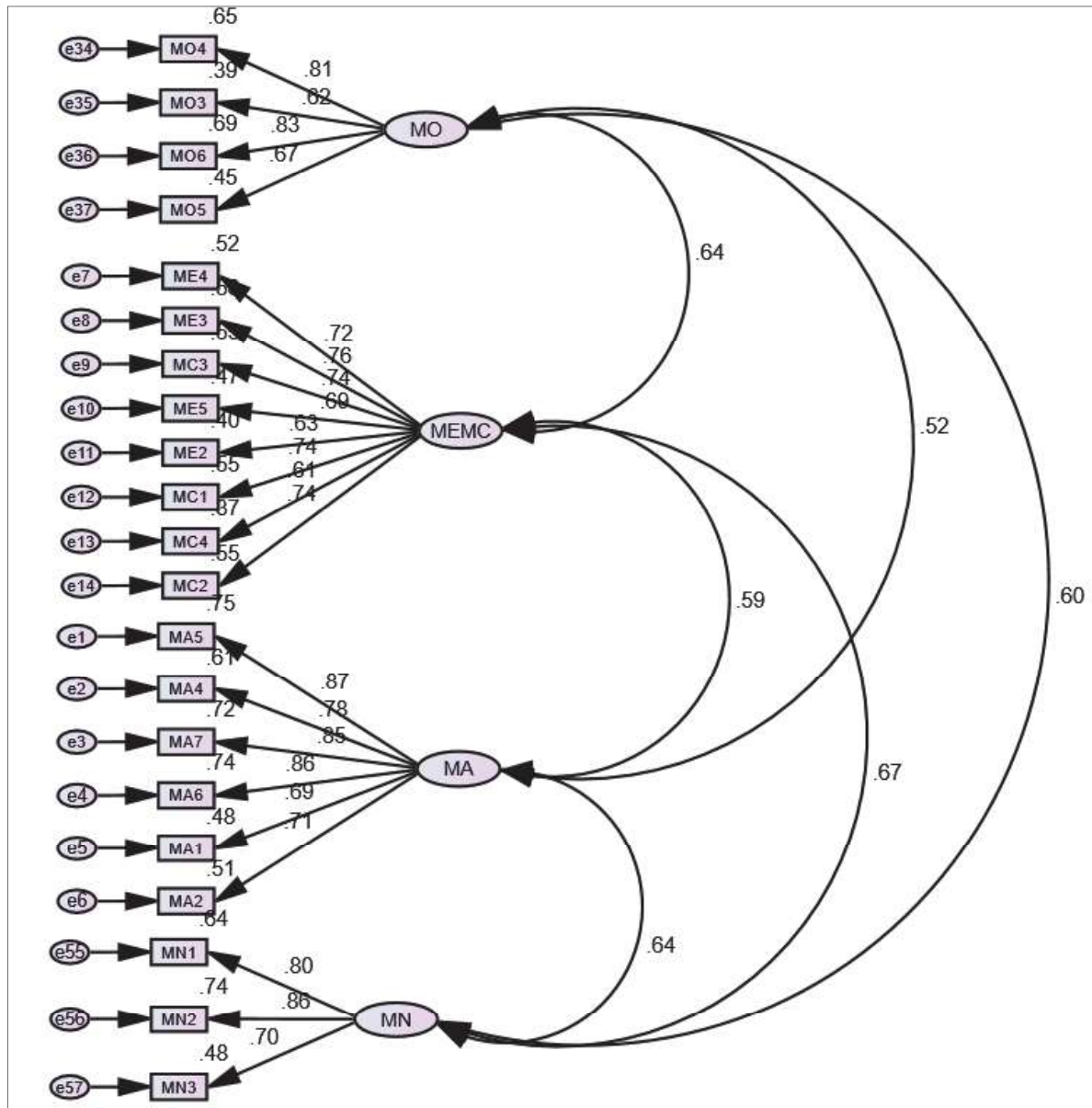
**FIGURE 2**  
**MODEL FITS FOR MANAGER PERSONALITY CFA**



$\chi^2 = 2.45$ ;  $DF=185$ ;  $CFI=0.92$ ;  $GFI=0.90$ ;  $RMSEA=0.07$

Figure 2 shows the fit indices summary provided by the CFA output. The Chi-square value was 2.45 with 185 degrees of freedom. The  $p$ -value associated with this result was significant at  $p = 0.00$ . In addition to the  $\chi^2$  result, the value for CFI, an incremental fit index, was 0.92, which is above the 0.90 threshold recommended by Hair Jr. et al. (2010), hence acceptable, while the values for absolute fit indices were 0.90 for goodness-of-fit (GFI), which is at the required 0.90 threshold (Bagozzi & Yi, 1988) hence acceptable and 0.07 for RMSEA, which is a value below 0.08 hence acceptable (Hair Jr. et al., 2010). These results suggest that the measurement model for personality of manager provided a reasonably good fit.

**FIGURE 3**  
**CORRELATION FOR PERSONALITY OF THE MANAGER**



$\chi^2 = 2.45$ ;  $DF=185$ ;  $CFI=0.92$ ;  $GFI=0.90$ ;  $RMSEA=0.70$

Figure 3 indicates that the factor loading estimates were significant and ideal (above 0.30 at  $p=0.00$ ). An examination of inter-correlations between the four dimensions of personality of the manager showed all estimates to be significantly below the cut-off value of 0.90, ranging from 0.52 to 0.67, implying distinctiveness in construct content or discriminant validity. The congeneric measurement model with all unidimensional constructs did not contain any cross-loadings either among the measured variables or among the error terms. Taken together, these results supported the measurement model validity and, as such, hypothesis two was confirmed, stating that manager personality is a second order latent construct composed of openness, conscientiousness and extraversion, agreeableness and neuroticism of the manager.

## STRUCTURAL EQUATION MODEL FOR MANAGER PERSONALITY AND STRATEGY IMPLEMENTATION

The following section discusses the R-squared value, path coefficients and model fit results for the relationship between manager personality and strategy implementation.

**FIGURE 4**  
SEM MODEL FOR THE RELATIONSHIP BETWEEN MANAGER PERSONALITY AND STRATEGY IMPLEMENTATION

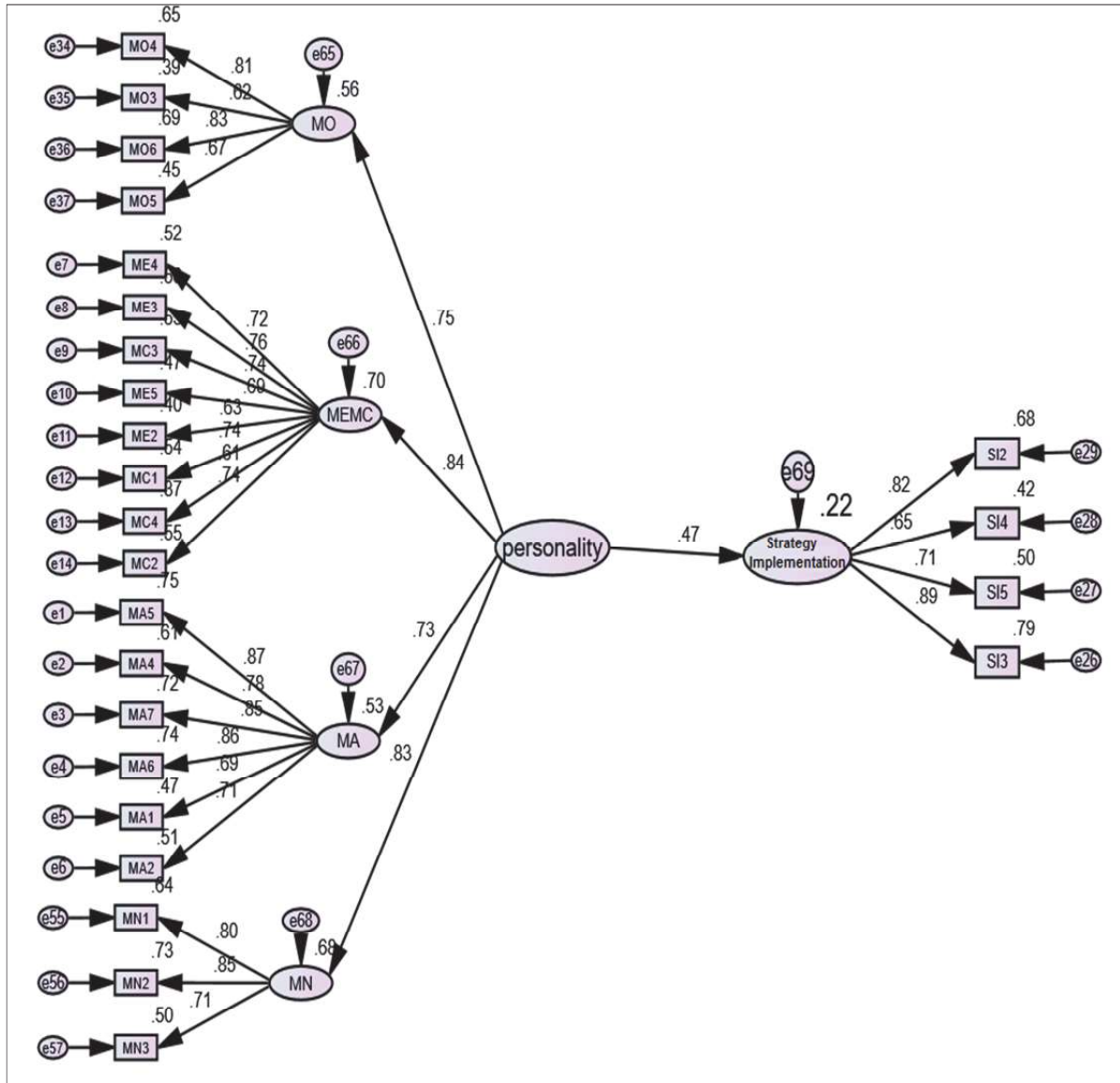


Figure 4 indicates that based on the estimated structural equation model, for every magnitude change in personality, strategy implementation increases by 0.47 units. In this model, the R-squared value was 22 percent, implying that manager personality had a significant positive influence on strategy implementation and explained 22 percent of the variance in the strategy implementation ( $R^2 = 0.22$ ) of

private universities in Kenya. This  $R^2$  value exceeds Falk and Miller's (1992) recommendation that  $R^2$  should be greater than or equal to 10 percent as an indication of substantive explanatory power.

**TABLE 5**  
**PATH COEFFICIENTS FOR THE RELATIONSHIP BETWEEN MANAGER PERSONALITY AND STRATEGY IMPLEMENTATION**

Path		Unstandardized Estimate	Beta	S.E.	C.R.	P
Openness	<--- personality	1	0.75			
Extraversion and Conscientiousness	<--- personality	0.97	0.84	0.12	8.35	0.00
Agreeableness	<--- personality	1.16	0.73	0.14	8.56	0.00
Neuroticism	<--- personality	1.19	0.83	0.14	8.67	0.00
Strategy Implementation	<--- personality	0.69	0.47	0.11	6.09	0.00

*P < 0.05 \*; P < 0.01 \*\*; P < 0.00\*\*\**

Table 5 shows that the relationship between manager personality and strategy implementation was positive and statistically significant ( $\beta = 0.47$ ,  $T=6.09$ ,  $P<0.05$ ). Therefore, the study rejects the null hypothesis and accepts the alternative hypothesis and concludes that manager personality has significant influence on strategy implementation of private universities in Kenya.

## CONCLUSIONS

This study concludes that manager personality has a positive and significant influence on the strategy implementation of private universities in Kenya. It is therefore evident that the personality traits espoused in managers determine the contribution of the manager to private universities in Kenya in how they implement their set out strategies. Various traits, therefore, dictate a manager's ability. Specifically, the Big Five factors, namely openness, conscientiousness, extraversion, agreeableness, and neuroticism, influence the success rate of managers at implementing strategies in private universities in Kenya. The study also concludes that a manager's conscientiousness and extraversion traits are highly related and can be merged as one trait. According to the findings of this study, it is concluded that an amalgamation of conscientiousness and extraversion amongst managers has the highest influence on implementation of strategies in private universities in Kenya followed by neuroticism, openness to experience and agreeableness in that order.

## RECOMMENDATIONS

It is recommended that private universities in Kenya consider conducting training that would enable them become aware of their personality traits. Personality tests could also be considered among managers, as awareness of their personality traits can go a long way in determining an individual's overall outcome to the institution. Being aware of these traits could help managers in overcoming challenges that may arise in the workplace and could help improve weak points. Given that implementation of strategies in universities is done by a team, it would be important to conduct further study to establish study the personality variables individually and find out whether some of the variables affect organizational outcome more in one type of industry than does in another. Further study would also be conducted amongst public universities in Kenya or amongst other nations.

## REFERENCES

- Alkahtani, A. H., Abu-Jarad, I., Sulaiman, M., & Nikbin, D. (2011). The Impact of Personality and Leadership Styles on Leading Change Capability of Malaysian Managers. *Australian Journal of Business and Management Research*, 1(2), 70-98.
- Allik, J. (2005). Personality Dimensions Across Cultures. *Journal of Personality Disorders*, 19(3), 221-232.
- Azizi, Y., Noordin, Y., Abdul, T. B., Sharifuddin, I., & Norzana, M. N. (2012). The Relationship Between Big Five Personality with Work Motivation, Competitiveness and Job Satisfaction. *Elixir International Journal. Elixir Psychology*, 44, 7454-7461.
- Bagozzi, R., & Yi, Y. (1988). On the Evaluation of Structure Equation Models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
- Barrick, M. R., Mount, M. K., & Gupta, R. (2003). Meta-analysis of the Relationship between the Five-Factor Model of Personality and Holland's Occupational Types. *Personality Psychology*, 56, 45-74.
- Bhatti, M. A., Battour, M. M., & Sundram, V. P. (2014). Effects of Personality Traits (big five) on Expatriates Adjustment and Job Performance. *Equality, Diversity and Inclusion: An International Journal*, 33(1), 73-96.
- Bono, J. E., & Judge, T. A. (2004). Personality and Transformational and Transactional Leadership. *Journal of Applied Psychology*, 89(5), 901-910.
- Boudreau, J. W., Boswell, W. R., & Judge, T. A. (2001). Effects of Personality on Executive Career Success in the United States and Europe. *Journal of Vocational Behavior*, 53-81.
- Bozionelos, N. (2004). The Big Five of Personality and Work Involvement. *Journal of Managerial Psychology*, 19(1), 69-81.
- Bozionelos, N., & Bozionelos, G. (2010). Mentoring Received by Proteges : Its Relation to Personality and Mental Ability in the Anglo-Saxon Organizational Environment. *The International Journal of Human Resource Management*, 21(4), 509-529.
- Caligiura, P. M. (2006). The Big Five Personality Characteristics as Predictors of Expatriate's Desire to Terminate the Assignment and Supervisor-Rated Performance. *Personnel Psychology*, 53(1), 67-88.
- Cerny, C., & Kaiser, H. (1977). A study of a measure of sampling adequacy for factor-analytic correlation matrices. *Multivariate Behavioral Research*, 12(1), 43-47.
- Clarke, S., & Robertson, I. T. (2005). A Meta-analytic Review of the Big Five Personality Factors and Accident Involvement in Occupational and Non-Occupational Settings. *Journal of Occupational and Organizational Psychology*, 78(3), 355-376.
- Colquitt, J. A., Le-Pine, J. A., & Wesson, M. J. (2014). *Organizational Behavior ; Improving Performance and Commitment in the Workplace*. New York: McGraw-Hill, Irwin.
- Creswell, J. W. (2005). *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research*. Upper Saddle River: Pearson.
- Datta, D. K., Rajagopalan, N., & Zhang, Y. (2003). New CEOs Openness to Change and Strategic Persistence: The Moderating Role of Industry Characteristics. *British Journal of Management*, 14(2), 101-114.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic Capabilities: What are they? *Strategic Management Journal*, 21, 1105-1121.
- Falk, F. R., & Miller, N. B. (1992). *A Primer for Soft Modeling*. Akron, Ohio: University of Akron Press.
- Foulkrod, K., Field, C., & Brown, C. (2010). Trauma Surgeon Personality and Job Satisfaction Results From a National Survey. *The American Surgeon*, 76(4), 422-427.
- Hair Jr., J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. Upper Saddle River: Prentice Hall.

- Halim, F. W., Sulaiman, W. W., & Khairudin, R. (2011). Emotional Stability and Conscientiousness as Predictors Towards Job Performance. *Pertanika Journal of Social Sciences & Humanities*, 19, 139-146.
- Hasso, R. (2013). The Impact of CEO's Personality Traits (Big 5) and Human Resources Management Practices on the Innovation Performance in SMEs. *University of Twente, Faculty of Management and Governance*, 1-14.
- Hiller, N. J., & Hambrick, D. C. (2005). Conceptualizing Executive Hubris: The Role of (hyper-) Core Self-evaluations in Strategic Decision-making. *Strategic Management Journal*, 26(4), 297-319.
- Hurtz, G. M., & Donovan, J. J. (2000). Personality and Job Performance: The Big Five Revisited. *Journal of Applied Psychology*, 85(6), 869-879.
- John, O. P., & Srivastava, S. (1999). The Big-Five Trait Taxonomy: History, Measurement, and Theoretical Perspectives. New York: Guilford.
- Judge, T. A., & Bono, J. E. (2000). Five-Factor Model of Personality and Transformational Leadership. *Journal of Applied Psychology*, 85(5), 751-765.
- Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-Factor Model of Personality and Job Satisfaction: A Meta-Analysis. *Journal of Applied Psychology*, 37(3), 530-541.
- Judge, T. A., Higgins, C. A., Thoresen, C. J., & Barrick, M. R. (1999). The Big Five Personality Traits, General Mental Ability, and Career Success Across the Life Span. *Personnel Psychology*, 621-653.
- LePine, J. A., & Dyne, L. V. (2001). Voice and Cooperative Behavior as Contrasting Forms of Contextual Performance: Evidence of Differential Relationships with Big Five Personality Characteristics and Cognitive Ability. *Applied Psychology*, 86(2), 326-336.
- Liao, C.-S., & Lee, C.-W. (2009). An Empirical Study of Employee Job Involvement and Personality Traits: The Case of Taiwan. *Journal of Economics and Management*, 3(1), 22-36.
- Lounsbury, J. W., Foster, N., Carmody, P. C., Kim, J. Y., Gibson, L. W., & Drost, A. W. (2012). Key Personality Traits and Career Satisfaction of Customer Service Workers. *Managing Service Quality ; An International Journal*, 22(5), 517-536.
- Marcati, A., Guido, G., & Peluso, A. M. (2008). The Role of SME Entrepreneurs' innovativeness and Personality in the Adoption of Innovations. *Research Policy*, 37(9), 1579-1590.
- Mayende, T. S., & Musenze, I. A. (2014). Personality Dimensions and Job Turnover Intentions: Findings From a University Context. *International Journal of Management*, 4(2), 153-164.
- Migliore, L. A. (2011). Relation Between Big Five Personality Traits and Hofstede's Cultural Dimensions. *Cross Cultural Management: An International Journal*, 18(1), 38-54.
- Mueller, Ralph, 1996, Basic Principles of Structural Equation Modeling. New York: Springer-Verlag.
- Nadkarni, S., & Narayanan, V. K. (2007). Strategic Schemas, Strategic Flexibility, and Firm Performance: The Moderating Role of Industry Clockspeed. *Strategic Management Journal*, 28(3), 243-270.
- Olver, J. M., & Mooradian, T. A. (2003). Personality Traits and Personal Values: A Conceptual and Empirical Integration. *Personality and Individual Differences*, 35(1), 109-125.
- Omboi, B. M., & Mucai, P. G. (2015). Factors affecting the implementation of strategic plans in government tertiary institutions: A survey of selected technical training institutes. *European Journal of Business and Management*, 3(3), 2222-2839.
- Parks-Leduc, L., Feldman, G., & Bardi, A. (2015). Personality Traits and Personal Values: A Meta-Analysis. *Personality and Social Psychology Review*, 19(1), 3-29.
- Patterson, F., Kerrin, M., & Gatto-Roissard, G. (2009). Characteristics & Behaviors of Innovative People in Organizations. *Literature review prepared for the NESTA Policy & Research Unit*, 1-63.
- Peeters, M. A., Rutte, C. G., Tuijl, H. F., & Reymen, I. M. (2006). The Big Five Personality Traits Individual Satisfaction with the Team. *Small Group Research*, 37(2), 187-211.
- Rajiv, D. P., Scott, W. K., & Brent, B. L. (2013). Influence of Personality Traits on Perceived Relationship Quality Within a Franchisee-Franchisor Context. *European Journal of Marketing*, 47(1/2), 279-302.

- Rashid, N. M., Sah, N. F., Ariffin, N. M., Ghani, W. W., & Yunus, N. N. (2016). The Influence of Bank's Frontline's Personality Traits on Job Performance. *Science Direct*, 37, 65-72.
- Sekaran, U., & Bougie, R. (2013). *Research Methods for Business*. United Kingdom: John Wiley & Sons Ltd.
- Sharma, M., Sharma, K. V., & Yadara, A. (2010). Personality Factors as Correlates of Health Among Adults. *Journal of the Indian Academy of Applied Psychology*, 328-333.
- Shimizu, K., & Hitt, M. (2004). Strategic Flexibility: Organizational Preparedness to Reverse Ineffective Strategic Decisions. *Academy of Management Executive*, 44-59.
- Tagger, S., & Neubert, M. (2004). The Impact of Poor Performers on Team Outcomes: An Empirical Examination of Attribution Theory. *Personnel Psychology*, 935-968.
- Uprichard, E. (2013). Sampling: Bridging Probability and Non-probability Designs. *International Journal of Social Research Methodology*, 16(1), 1-11.
- Wolff, H.-G., & Kim, S. (2012). The Relationship Between Networking Behaviors and the Big Five Personality Dimensions. *Career Development International*, 43-66.
- Wright, S.(1921). Correlation and Causation. *Journal of Agricultural Research*, 20, 557-585.
- Yang, C.-L., & Hwang, M. (2014). Personality Traits and Simultaneous Reciprocal Influence Between Job Performance and Job Satisfaction. *Chinese Management Studies*, 6-26.