

Personality Traits and Marketing Competence of Sales Representatives as Determinants of Company Reputation

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Abstract- *The study was conducted to explore the personality traits and marketing competence of sales representatives in Davao Region as indicators of reputation in the company that they represent. It was conducted in the cities of Davao, Digos, Tagum and Mati, Davao Oriental. Four hundred sales representatives from different vehicle companies in these places were the respondents. It also employed a modified survey questionnaire based from the published data-gathering instruments of previous researches. Descriptive and correlation methods of research were used. The study concludes that the level of personality traits of the respondents is high. In terms of the level of marketing competence, its rating is also high. As for the level of company reputation, it also obtained high rating. Both personality traits and marketing competence were positively correlated with company reputation implying that the relationship of both variables was significant to the reputation of the company. On the other hand, both personality traits and the areas of marketing competence can stand alone in their singular capacities. However, comparing the two variables, marketing competence is a better predictor of company reputation compared to personality traits.*

Keywords- *business administration; personality traits; marketing competence; company reputation; Philippines*

1. INTRODUCTION

In a global company business, reputation is an asset. It does not only provide a competitive advantage of a company against competitors but it is also a key in achieving the management's strategies and a brand emblem in the marketplace (Dabadie, 2013). But building or establishing a good company reputation is not that easy considering that there were reported companies and business executives who have involved themselves with illegal and unethical practices which have affected their reputation (Hartman & Desjardins, 2008).

However, issues continue to hound the business world today which gives problems to some companies that eventually affect their reputations as organizations. Workers who are doing unethical business practices behaving unethically toward other stakeholders in the organization are some examples of these wrong doings. Doing unethical practices have always serious consequences. Workers who use company resources improperly, people would consider it as an unacceptable behavior with the standards set by the company; thus, the behavior would be affected. Any wrongdoing that is shown, employment with other establishments would be difficult. Similarly, a company that repeatedly engaged in illegal business activities, or in any of the following areas: the intent goals, the manner in which information is handled, persuading people's behavior as well as power and authority. With this, others would develop doubts and uncertainties (William, 2011).

Likewise, managers who are seen behaving badly, stockholders may decline to invest in the company where they are employed. This shown action will have the

possibility to decrease not only to prices of their stocks but also impair the reputation of the company and eventually put the jobs of the managers in peril. These aforementioned issues or problems could be avoided if a company or an individual will learn to build a good reputation because it significantly affects the achievement of business goals (Cacho, 2013).

A good company reputation can be maintained by establishing its own identity to draw attention from the public, observe ethical business practices and issues not only inside but also outside the organization. Through good services and products, a company can deliver high quality performance. Dealing with changing workplaces, technologies and uncertainties can also contribute. In addition, it can steward expectations and patterns of behaviors and project an image unique from other companies (Hartman & Desjardins, 2008).

On the other hand, members of an organization have certain characteristics, skills, know-how, and experiences that influence in the way they think, feel, and behave on and off the job. Some have high and low on the five personality traits under study. All members need to give understanding to the distinctiveness of each individual so that they adjust on how others act, treat, and communicate to them and on their approach to do their tasks. Awareness and understanding of their own traits and believing in their own capabilities can help contribute to organizational effectiveness and establishment of good reputation to the place where they work (Jones & George, 2013).

Personality traits and marketing competence of sales representatives were explored to determine their perceptions or measurements of the general characteristics

of their company whether a strong positive level of agreement among them existed or not and to find out which of the factors of personality traits and the areas of marketing competence are singly or in combination influence company reputation. This is crucial in order to establish the traits and determine the competence of the sales representatives in performing business activities for the company as these mirror the indicators of which compromise company reputation.

In the study, the need to understand the personalities of every individual and to enhance their competence is deemed important because these influence their behavior and approach with people (Robbins, 2009). Adopting this way, all members of the organization can behave in a socially responsible manner whether legally or ethically. Through this approach, it can help the company in building a good reputation and make a difference to its members. Thus, the conduct of this research study.

1.1 Research Objective

This research study was pursued to find out the singular and combined influence of personality traits and marketing competence on the company reputation. Specifically, its objectives were as follows:

- To describe the level of personality traits of the respondents in terms of *extraversion, agreeableness, conscientiousness, neuroticism/emotional stability, openness to experience*.
- To assess level of marketing competences of the respondents in terms of *strategy, initiative, and implementation*.
- To measure the level of the company reputation which the respondents represent based on their own perspectives as employees (or sales representative) on the following aspects: *identity, ethical management/leadership, products/services, performance, management leadership, corporate leadership, and image*.
- To determine the significance of the relationship between personality traits and company reputation; and marketing competence and company reputation.
- To determine the singular and combined influence of personality traits and marketing competence on the company reputation.

1.2 Hypothesis

The following null hypotheses below were tested at the significant level of 0.05:

- There are no significant relationships between personality traits and company reputation; and marketing competence and company reputation.
- There is no domains of personality traits and areas of marketing competence that significantly influence company reputation.

2. REVIEW OF RELATED LITERATURE

This part consists of related literature and studies that are related to the research study. Personality traits, marketing competence, and company reputation are the variables of the study.

2.1 Personality Traits

Personality traits are attributes of people usually shown in different situations. In academic psychology, the big five personality traits are the most commonly used personality model by many. With the various samples that have been done globally, the five stand out in justifying a lot of answers to the questions about people's personality (Robbins, 2014). He said further that the factors of personality that are named in the five model of this study are important in today's organizations in their concern to match personality characteristics with worker's occupational environment. This is articulated in Holland's study which resulted to develop his theory on personality-job fit that when personality and occupation are in agreement, satisfaction is high and turnover is low.

Research findings on how to become a successful entrepreneur, showed that one must have any of the personality characteristics; extraversion, high on it, likes to mingle with different groups of people as well as high energy level of agitation; openness to experience, high on it, displays creativity, risk-taking experiences and readiness to face new challenges; and agreeableness, high on it with trust, condiment, selflessness, credulity (Boz & Ergeneli, 2014). Using the Big Five, McCrae and Costa as cited by Eckerman (2017) in their study found neuroticism and extraversion as the strongest and most ubiquitous personality traits among the five factors.

The next trait is agreeableness. This trait displays interaction with other people, however the individual needs to adjust or adapt to a new environment or situation as he/she socializes with them. Lebowitz (2016) in his study, describes people who are high on it as respectable, and show consideration and or appreciation for others. In addition, they are friendly and express understanding to the plights of strangers as well as affectionate to their friends and loved ones.

The trait of conscientiousness can regulate one's impulses and make a person behave in a way that is acceptable to many for possessing good behavior leading to an achievement of a goal (John & Srivastaba as cited by Eckerman 2017).

Lebowitz (2016) described those high on it as full of anxiety, sadness, worries, loneliness and self-regard. They are also irritable, easily get upset, insecure with themselves and ill-at-ease. On the plus side, high on it may sometimes be effective if it spurs them to improve (Robbins, 2014).

2.2 Marketing Competence

The concept of competence in management was introduced by Pralahad and Hamel as cited by Sison, Payos and Zorilla (2013). This term is the aggregation of knowledge,

capabilities, and orderliness of behavior affecting the person's job and these are needed in performing the job's tasks and functions (Lee, 2009). It is also learning how to perform a task well, how to concentrate on what one is doing, how best include value in the work, and how to accomplish a task with confidence, ease, and relaxation. It consists of going beyond the high level of quality performance standards that are evolving and ascending (Cantrell & Lucas, 2014).

In one study on marketing competence, it draws from the need to develop understanding of how organizations remain competent in the highly competitive market driven by globalization and technological advancement and that within marketing divisions of organizations need to employ skilled workforce with appropriate competencies to carry out business activities to give them the much needed desired competitive advantage (Kgatle, 2009).

One of the marketing competencies or activities that salespersons must carry out in the organization is strategy. This is a detailed scheme of a program on how a person accomplishes or attains the goals of an organization. This is considered a marketing effort of any business accomplishing it is intended goals and how they are going to be achieved. Acquiring skills on stratagems in marketing, this will direct a person to operate a business properly (Jones & George, 2013).

It was revealed by Fast Company Magazine that if one wants to make a difference as a leader, make time for strategy. With it, a leader must be aware of how well it is being implemented, whether it is generating performance, success or failure, and if it needs to be changed. Further, a company with a systematized marketing plan of action, a business can attain an excellent profitability returns in the business industry as stressed by Schermerhorn (2013). In addition, success could be achieved having the right strategy or business to become more effective and profitable as explained by Hiam (2013).

2.3 Company Reputation

Company reputation is an aggregate description of a company's activities and outcomes depicting its capacity to present valued clients to its stakeholders (Palmer, Dunford & Akin, 2010). Further, it encompasses the perceptions that people in the company's environment have of the company. Aspects of reputation that are important to consider are quality, management, and financial soundness (Schaper, Palery, Weber & Gibson, 2014). Once it is maintained and enhanced, companies increase prices, allure more good applicants, increase marketing strategies to improve capital assets and draw attention from investors. Having a good company reputation, business will be increased, and resources form stakeholders will also be improved (Schermerhorn, 2013). Smith's (2011) study revealed that the obtained qualities and behaviors are the describing essential basic components of the reputation of a company. Further, a company that invests in telling its great story, involves buyers in more than just transferring merchandise and

good services. Strong financial performance of a company could also raise profile and enhance its reputation as a company.

McPartlan (2009) added that having a good reputation is more valuable than money. Confidence, trustworthiness, dedication, determination, and willingness are examples of benefits that will grow in morally stable and reliable companies. Hartman and Desjardins' (2008) research findings asserted that paying attention to ethical standards improves reputation and can furnish a more favorable advantage in business and with patrons, providers, and workers.

Ethical management/leadership is a type of management or leadership that is properly managed and deals with the ethics of business in a serious manner. It has all the main components parts of an environment ethical in nature: equality at work, and concern for one's well-being (Schermerhorn, 2013).

2.4 Correlation between Measures

The study associates the relationship between personality traits and company reputation and theories on the relationship between marketing competence and company reputation. Successful managers and salespeople hold different positions on the five traits of personality that affect their minds, emotions, and behavior. They may be high or low or somewhere in between on any of these traits under investigation. Jones and George (2013) pointed that each one need to be aware of his own personality trait as well as the traits of other people in the organization in order to understand one another and can work well together harmoniously and with others.

Through the Big Five, professionals of any occupation can help them determine where to concentrate their action and attention in the place workplace (Eckerman, 2017). With the right personality, values, and culture, these workers can help build a company its good reputation (Fabonan III, 2015). In marketing, the activities that are increasingly being carried out by salespeople differ and these need sufficient and appropriate competence to develop their capacities as sales and marketing professionals like strategies on sales and communication as well as implementing new product concepts and initiating marketing surveys (Hiam, 2013).

2.5 Theoretical Framework

The first variable of the study, personality traits was anchored on the proposition of Jones and George (2013) which states that in an organization, all members are obliged to be cognizant of their own qualities as well as the attributes of others for them to understand each other and to work well together and with other people outside the organization.

Marketing competence, the second variable, was also anchored on the self-efficacy theory of Bandura (Robbins, 2014) that when people possess confidence, competence, and ability to perform activities and believe themselves to be capable. They set high goals for themselves, be more motivated to work hard at these goals; and that one's self-

efficacy becomes higher, the confidence also increases and the more the person feels motivated to do the assigned task. Since all members of an organization differ in their skills, knowledge, abilities, traits, and values, they have the responsibility to protect and nurture the organization's resources in order to sustain one's reputation as well as their company's reputation.

3. METHOD

3.1 Research Design

A descriptive-correlational method of research was employed in the study. Descriptive method was utilized as this study involved the description, recording, analysis, and interpretation of the profile of sales representatives' personality traits, marketing competence, and the general reputation characteristics of the company that they represent. The correlational method was also applied because the study dealt with relationship and the measurement of the strength of that relationship. It was Springer (2010) who reiterated that in correlating, variables could vary directly with one another, vary inversely as one increases as the other decreases as well as vary independently with each other.

3.2 Population and Sample

The study was conducted in Davao Region, Philippines. Specifically, in the cities of Davao, Digos, Tagum, and Mati, Davao Oriental. Among these key cities of Davao Region, Davao City is the most populous. This is the center of business activities specifically in marketing different types of vehicles. As the economy of the city booms, the automotive industry thrives. That is why City remains to be the major market with robust sales performance (Perez, 2017).

The selection of the respondents of the study used the stratified sampling method. It was employed because the researcher divided the entire population of sales representatives in subgroups then selected the respondents proportionately from the subgroups. The researcher also applied it to observe the existing relationship of subgroups (Crossman, 2017). The chosen sales representatives were from the different vehicle companies in the Davao Region satisfying the following criteria: the company must be a registered business establishment in the region at the time of the survey. This is to ensure the legitimacy of the business and the establishment of its name as a company. This is important in order to gather the right answers from the respondents especially in the items of company reputation; and the type of business engaged by the company is on the automobile market. Most of the companies that were visited deal on cars, vans, pick-ups, trucks, buses, motorcycles, and other types of vehicles.

In big companies, the participants were dominated by young and dynamic male sales representatives with few years of working experiences ranging from one year to five years. Some of them have been married with children before they were employed in their work. Most of the sales representatives were between 20-30 years old. There were

only few women who participated in the survey. While big companies employ college graduates of different courses, most of the participants form small companies selling surplus and second-hand vehicles were only able to reach college level and the rests have completed high school only. The conduct of the survey started in July and ended in October, 2016. The distribution of the respondents of the study is shown in the data below.

Cities in Davao Region	Sample Respondents	Percentage
Davao City	252	63%
Tagum City	84	21%
Digos City	40	10%
Mati, Davao Oriental	24	6%
Total	400	100%

3.3 Research Instrument

This study made use of adapted questionnaire that was contextualized to fit in the local setting. The questionnaire was divided into three parts: Part 1 of the research instrument solicited the research participant's Demographic data. It is composed of 11 personal factors which were tailored from the study of Churchill, Ford, Hartley and Walker (1985).

Part 2 of the survey questionnaire measured the respondents' Personality Traits on the Big-Five Factor Markers (IPIP-B5FM) of personality by Goldberg, Johnson, Eber, Hogan, Ashton, Cloninger and Gough, (2006). These basic factors of personality are composed of five general traits or characteristics such as *extraversion*, *agreeableness*, *conscientiousness*, *neuroticism/emotional stability*, and *openness to experience*. Each trait consists of ten descriptions on people's behaviors.

Part 3 of the questionnaire measured the marketing competence of the participants based on their belief that sales representatives should be competent in each of the 19 marketing-activity items which is divided into three key areas of marketing competence: strategy, initiative, and implementation (Kgatle, 2009).

3.4 Research Tools

The following statistical tools were used in the analyses of the research data in answer to the objectives of the study:

a. *Mean and Standard Deviation*. The mean is calculated by assigning values in a data. It was used in answering to the problem statements 1, 2, and 3. This tool was also employed to establish the profile of the respondents that describes their Personality Traits, Marketing Competence, and perceptions of their Company's Reputation.

b. *Pearson Product-Moment Coefficient of Correlation (r)*. This measured the level of the two variables divided by the product of their standard deviations. It was also used in measuring the level of relationship between the independent variables and sub-variables (Personality Traits

and Marketing Competence), and the dependent variable (Company Reputation).

c. *Regression Analysis*. This method was used in data analysis in which the relationship among variables are presented in the form of an equation. The regression equation can be used to predict values from one or more independent variables. The linear regression procedure is a powerful tool that works well with three or more independent variables.

4. RESULTS AND DISCUSSION

4.1 Level of Personality Traits of the Sales Representatives in the Davao Region

Shown in Table 1 is the summary of the level of personality traits of the sales representatives in various vehicle companies in the Davao Region. The overall mean score is 3.82 which indicate that the sales representatives' personality traits are *High* with a standard deviation of 0.77. This implies that the items related to personality traits are oftentimes manifested.

The cited overall mean was the result gathered from the computed mean scores of all indicators arranged from highest to lowest as follows: *conscientiousness* and *neuroticism/emotional stability* are tied for the highest mean score which is 3.85 or *High*; 3.83 or *High* for *openness to experience*; 3.82 or *High* for *agreeableness*; and 3.76 or *High* for *extraversion*.

These results indicate that most people in the company are highly aware of their personality traits. An indication that they communicate with people at social gatherings, they want to be organized and have a very good sense of humor. It is also an indication that the respondents have the job capability to understand themselves better. That is why they tend to attend their duties and responsibilities.

Among the indicators of personality traits, *conscientiousness* and *neuroticism/emotional stability* got the highest mean scores. High on *conscientiousness* means that the respondents are characterized as being approachable, putting things back in their proper place, and having a soft heart.

These are actions that facilitate goal-oriented behavior as asserted by Eckerman (2017). Similarly, Jones and George (2013) declared that this trait has been found to be a considerable predictor of performance in many kinds of jobs in a variety of organizations.

In the same manner, high on *neuroticism* are usually sad, worrisome, uneasy, mentally and emotionally depressed. In addition, they are described as excessively sensitive or irritable, meticulous, and doubtful individuals. Low on it are confident, self-assured, and risk takers. As the data shows, sales representatives attend to their duties are high in spirits, and like order. The idea on the trait is similar with the point of Lebowitz (2016) that they are valiant and unhampered by annoyance.

Other domains like *openness to experience* and *agreeableness* obtained a descriptive level of high. High on *openness to experience* means the respondents depict following a schedule, can easily adjust, and are cheerful. This result was in accord with the study of Eckerman (2017) that people in the company can become strong, creative leaders, and innovators. In addition, people are likely to be admired, honored, and susceptible to the welfare of people. Correspondingly, high on *agreeableness* shows that the respondents give care to things, pay attention to details, and are comfortable around people. This is attested by Lebowitz (2016) that the respondents are appreciative, warm-hearted to everyone, amicable, and considerate to others.

Lastly, the domain of *extraversion* also obtained a high descriptive rating. This implies an energetic approach to introversion. This trait is frequently associated with being sociable, gregarious, assertive, and active. High on it signifies that the sales representatives carry out their work energetically, leave their belongings in a safe place, and being prepared. This idea is attested by Lebowitz (2016) that they explore for possibilities to be socially connected to others as they are life of the party.

Likewise, Eckerman (2017) affirmed that high in *extraversion* is leadership's sustainable predictor and facilitates in attaining success among executives, salespersons, and success in acquiring abilities and know-how. The results conform to the company's needs to have the five-factor model as characteristics of their employees.

Table 1: Level of Personality Traits of the Sales Representatives

Personality Traits	SD	Mean	Descriptive Level
Extraversion	0.77	3.76	High
Agreeableness	0.78	3.82	High
Conscientiousness	0.75	3.85	High
Neuroticism/Emotional Stability	0.78	3.85	High
Openness to Experience	0.77	3.83	High
Overall	0.77	3.82	High

4.2 Level of Marketing Competence of the Sales Representatives in the Davao Region

Illustrated in Table 2 is the summary of the level of marketing competence in the following areas of *strategy*, *initiative*, and *implementation*. It was observed that the overall mean score is 3.96 or *High* with a standard deviation of 0.75. This means that the items related to

marketing competence of the sales representatives are oftentimes manifested.

The high level of marketing competence of sales representatives in the Davao Region revealed that all three indicators attained high descriptive levels with *initiative* having the highest mean score of 4.02. This indicates that people in the workplace are knowledgeable in sales and marketing policy, have the determination to achieve targets and goals, possess the capability of analyzing advertisement strategies, communicate well, having the initiative to do market research, and identify market segments. As stressed by Henry Fayol in his model of management as cited by Jones and George (2013), skill needs to be utilized adequately; initiative can be a main root of stability for a company since this influences one to become productive and inventive.

Strategy, on one hand, obtained the second highest mean score of 3.97. This is a plan of action that details the attainment of organizational goals.

Schermerhorn (2013) conforms that a company with a well-directed course of action, a business can lead to high revenue within its place. This is also true with the explanation of Hiam (2013) that success could be achieved having the right strategy or business to become more effective and profitable.

The last area of focus on marketing competence is *implementation* which obtained the lowest mean score of 3.88 with a descriptive level of high. This is part of any business process when the organization is formed. Hatten (2006) pointed that it values any one of the following: new products; venturing improved markets and supply connections; or restructuring of organizations. He added that the success of enterprises, implementation would depend on the tasks and activities that have to be done well.

Table 2: Level of Marketing Competence of the Sales Representatives

Marketing Competence	SD	Mean	Descriptive Level
Strategy	0.74	3.97	High
Initiative	0.75	4.02	High
Implementation	0.75	3.88	High
Overall	0.75	3.96	High

4.3 Level of Company Reputation based on the Sales Representatives' Perspective as Employees in the Davao Region

Exhibited in Table 3 is the data on the level of company reputation based on the sales representatives' perspective with an overall mean score of 4.07 described as High, with a standard deviation of 0.67. This means that the items related to company reputation are oftentimes manifested.

The level of company reputation which the respondents represent based on their own perspective as employees on its seven aspects revealed that all indicators obtained a descriptive level of High.

The indicator that obtained the highest mean score is on the aspect of *image* with 4.15. This implies that the respondents are mainly curious of the image that the general public will provide to them. The result corroborates with the idea of Shamma (2012) that they also concentrates on the total impression outside the company which includes different notions of clients, people from the media, and the society. This term is also built in the stakeholder's minds referring to the temporary reactions of the organization formed by direct and indirect undertakings. Same point has been made by Walker (2010) who stressed that an agreeable company image can establish its competitive edge in the market, but acquiring it requires managers to understand and manage the company's identity.

Other indicators like *corporate leadership*, *identity*, *products/services*, *ethical management/leadership*, *performance*, and *management leadership* also scored high descriptive ratings of 4.12, 4.09, 4.06, 4.05, 4.05, and 4.00, respectively. The respondents are well aware that reputation takes time to build and yet can be destroyed in an instant. Schermerhorn (2013) declared that having a good reputation, business will be increased, and resources from stakeholders will also be improved.

On the other hand, the item that scored the least was management leadership. Though it can be difficult, challenging, time-consuming, and rigorous work, this can be intrinsically rewarding if the manager becomes good at it. The focus for managers is not only productivity and efficiency but also with the means how to get things done.

This is in consonance with the findings of a research cited by Jones and George (2013) that learning and competence supports executives in serving and strengthening skills on concepts, humanity, and technical. This indicates that the company is a conducive workplace to perform tasks and having an understandable vision, plan of action, integrity, and core ideals of the organization. This is also the reason why all indicators were rated by the respondents almost the same gauge of mean equal to four.

Table 3: Level of Company Reputation which the respondents represent based on the Sales Representatives' Perspective

Company Reputation	SD	Mean	Descriptive Level
Identity	0.69	4.09	High
Ethical Management/ Leadership	0.72	4.05	High
Products/Services	0.70	4.06	High

Performance	0.69	4.05	High
Management Leadership	0.69	4.00	High
Corporate Leadership	0.61	4.12	High
Image	0.62	4.15	High
Overall	0.67	4.07	High

4.4 Significance of the Relationship between Personality Traits and the Sales Representatives' Perspective of Their Company's Reputations

Table 4 presents the test of relationship between personality traits and company reputation which revealed

Table 4: Significance of the Relationship between Personality Traits and the Sales Representatives' Perspective of Their Company's Reputation

Personality Traits	Company Reputation							
	Identity	Ethical Management /leadership	Products/ Services	Performance	Management/ Leadership	Corporate Leadership	Image	Overall
Extraversion	0.580** (.000)	0.545** (.000)	0.615** (.000)	0.609** (.000)	0.486** (.000)	0.504** (.000)	0.503** (.000)	0.642** (.000)
Agreeableness	0.575** (.000)	0.511** (.000)	0.589** (.000)	0.604** (.000)	0.490** (.000)	0.462** (.000)	0.483** (.000)	0.626** (.000)
Conscientiousness	0.571** (.000)	0.530** (.000)	0.582** (.000)	0.588** (.000)	0.476** (.000)	0.463** (.000)	0.483** (.000)	0.622** (.000)
Neuroticism/ Emotional Stability	0.565** (.000)	0.496** (.000)	0.583** (.000)	0.584** (.000)	0.487** (.000)	0.503** (.000)	0.496** (.000)	0.623** (.000)
Openness Experience	0.551** (.000)	0.496** (.000)	0.566** (.000)	0.559** (.000)	0.488** (.000)	0.477** (.000)	0.476** (.000)	0.599** (.000)
Overall	0.618** (.000)	0.571** (.000)	0.516** (.000)	0.638** (.000)	0.639** (.000)	0.528** (.000)	0.524** (.000)	0.676** (.000)

4.5 Significance of the Relationship between Marketing Competence and the Sales Representatives' Perspective of Their Company's Reputations

Presented in Table 5 are the results of the test of relationship between marketing competence and company reputation. The overall r-value is 0.722 with p value of less than 0.05 signified the rejection of the null hypothesis.

the overall r-value of 0.676 with $p < 0.05$ level of significance. Hence, the null hypothesis stating that there is no significant relationship between personality traits and company reputation is rejected.

It means that there is a positive correlation between the indicators of personality traits and indicators of company reputation. It connotes that personality traits of sales representatives can affect their perceptions of their company's reputation in the Davao Region. This jibes with the contention of Fabonan III (2015) that with the personality, values and culture, these salespeople can help build a company its good reputation. Data also revealed that all domains of personality traits showed significant relationship with the seven aspects of company reputation since all their p values are less than 0.05 level of significance set in this study.

This alludes that the areas of marketing competence are positively correlated to the variables of company reputation and there is a significant relationship between marketing competence and company reputation. The result conforms to the idea of Sison, Payos, and Zorilla (2013) that sales people with appropriate qualifications, potentials, and work ethics, will prevail in the organization.

Table 5: Significance of the Relationship between Marketing Competence and the Sales Representatives' Perspective of Their Company's Reputation

Marketing Competence	Company Reputation							
	Identity	Ethical management/ leadership	Products/ Services	Performance	Management Leadership	Corporate leadership	Image	Overall
Strategy	Identity	Ethical management/ leadership	Products/ Services	Performance	Management Leadership	Corporate leadership	Image	Overall
Initiative	0.672** (.000)	0.619** (.000)	0.691** (.000)	0.657** (.000)	0.527** (.000)	0.596** (.000)	0.548** (.000)	0.717** (.000)
Implementation	0.594** (.000)	0.548** (.000)	0.664** (.000)	0.600** (.000)	0.496** (.000)	0.543** (.000)	0.539** (.000)	0.660** (.000)
Overall	0.585** (.000)	0.569** (.000)	0.612** (.000)	0.593** (.000)	0.467** (.000)	0.546** (.000)	0.474** (.000)	0.640** (.000)

4.6 Significance of the Singular and Combined Influence of Personality Traits and Marketing Competence on the Company Reputation

Regression was used to determine the singular and combined influence of personality traits and marketing competence on company reputation. As reflected in Table 6, analysis showed that when personality traits and marketing competence were regressed with company reputation, it showed an R^2 of 0.547 which means that 54.7% of the variance of personality traits and marketing competence was accredited to company reputation. This also means that 45.3% of the variance can be explained to other variables excluded in the study.

In their singular capacities, *personality traits* can stand alone as predictor of *company reputation* with B of .354 ($p < .001$) and ditto with marketing competence ($B = .418$, $p < .001$). Comparing the two variables, *marketing competence* is a better predictor of company reputation as compared to personality traits.

Moreover, there are 15 indicators assimilated in the model and each has a comparable weight that described the interconnection among these predictors. Values reflected on the column beta is less than one, which means it is the weight of the indicators contributed to the model of predicting the company reputation, all of which reached level of significance of 0.05.

Overall, results imply good personality traits as a big help to sales representatives in their decision to concentrate on their activities and attention in the workplace as averred by Eckerman (2017). Likewise, Jones and George (2013) affirmed that all members of the organization should be fully aware of their own personality traits as well as the traits of others for them to understand and work well together and with other people outside the organization. Similarly, the statement is consistent with the theory of Ras (2011) that this is also apparent with the variables of

marketing that each must have the competence to demonstrate integrated knowledge, skills, abilities, and personal characteristics to undertake marketing activities. On a similar note, having a good company reputation sums all ideas and convictions adhered about the organization based on its background and future outlook, in contrast to close rivals in the business industry. McPartlan (2009) added that having a good reputation is more valuable than money. With having the right personality characteristics, appropriate competencies, and company reputation, is the emphasis of the sales representatives' take in today's rapidly changing business environment.

Company Reputation				
Variables	B	B	t	Sig
Personality Traits	0.354	0.311	6.153	0.000
Marketing Competence	0.418	0.478	9.441	0.000

R .739
R² 0.547
F 239.213
p-value .000

5. CONCLUSION

In conclusion, results disclosed high level of personality traits of sales representatives. This indicates that most of the sales representatives are highly aware of their personality traits. Both conscientiousness and neuroticism were rated the highest among the five dimensions; hence, it can be concluded that the sales representatives have a high regard to the welfare of the society that supports the goal-guided attitude of organizational members as well as encompassing their emotional stability and temper.

In terms of the level of marketing competence, its rating is also high indicating that the sales representatives have the necessary competence for a job in a highly competitive

market. The area of initiative attained the highest mean score among the other areas. This result implies that the sales representatives can exert high levels of effect in carrying out plans as well as gaining strength on their job that leads to creativity and innovation.

As for the level of company reputation, the high rating manifests a good reputation of the company. The aspect of image obtained the highest rating compared to the other indicators of company reputation.

This result reveals that favorable image that can give a company a competitive edge in the market and the overall impression of customers, stakeholders, and the community.

Results of tests of relationship of personality traits and marketing competence with company reputation showed that both independent variables are positively correlated to company reputation implying the significant relationship of the levels of the traits of personality and marketing competence to the company reputation.

Finally, combined influence of the seven aspects of company reputation were found to be significant predictors as it signified the rejection of the null hypothesis. The theories of Jones and George (2013) and Bandura's self-efficacy theory as cited by Robbins (2014) have supported the results of the study. With the high result on the level of personality traits, it implies the high awareness of one's personality traits as well as the understanding of the traits of others in order to achieve understanding and harmonious working relationship with them whether inside or outside the organization. This is also true with the high rating given to the level of marketing competence that with confidence, competence, ability to perform activities and the belief of being capable of doing things can establish bigger goals individually and become motivated to work harder at these goals in order to succeed in their jobs.

6. RECOMMENDATIONS

The high level of personality traits in the case of extraversion suggests that there is still a room for improvement to raise it to higher levels. This could be done through seeking out more opportunities for social interaction.

The high level of marketing competence in the area of implementation admonishes that it can still be increased to a higher level by manifesting a strong determination to achieve targets and goals and giving more value to the tasks and activities that have to be done well.

The high level of company reputation in terms of management leadership suggests that its level can still be heightened by dealing smartly with changing workplaces and technologies, ethical and trust issues, uncertainties, and displaying extraordinary service for customers and maintaining for organizational sustainability.

The significant relationship of personality traits and marketing competence to company reputation signifies that sales representatives need to be always high on the big five traits, contemplate on each one's dealings with others and morals as the main and definitive foundation of substantial

end results in the workplace and provide them the opportunity to grow and develop to the optimum their capacities on the job.

In contrast to marketing competence, the personality is seldom considered as a powerful predictor to company reputation. It is suggested that the sales representatives must have the awareness on their own personality traits and those of others in order to increase organizational effectiveness and to strengthen more reputations and management of companies.

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