

**THE RELATIONSHIP BETWEEN PERSONALITY
AND INFLUENCE TACTICS USED TO
INFLUENCE SUBORDINATES
AMONG MANAGERS IN
KOTA KINABALU**

HUMPHREY JOHN SUANA



UNIVERSITI MALAYSIA SABAH

PERPUSTAKAAN
UNIVERSITI MALAYSIA SABAH

**SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITI MALAYSIA SABAH
2006**

**THE RELATIONSHIP BETWEEN PERSONALITY
AND INFLUENCE TACTICS USED TO
INFLUENCE SUBORDINATES
AMONG MANAGERS IN
KOTA KINABALU**



HUMPHREY JOHN SUANA

UNIVERSITI MALAYSIA SABAH

**DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION (MBA)**

**SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITI MALAYSIA SABAH
2006**



UNIVERSITI MALAYSIA SABAH

BORANG PENGESAHAN STATUS TESIS @

JUDUL : The Relationship Between Personality and Influence Tactics Used to Influence Subordinates Among Managers in Kota Kinabalu.

IJAZAH : Sarjana Pentadbiran Perniagaan (MBA)

SESI PENGAJIAN : 2003 – 2006

Saya HUMPHREY JOHN SUANA mengaku membenarkan tesis Sarjana ini disimpan di Perpustakaan Universiti Malaysia Sabah dengan syarat-syarat kegunaan seperti berikut :

1. Tesis adalah hakmilik Universiti Malaysia Sabah.
2. Perpustakaan Universiti Malaysia Sabah dibenarkan membuat salinan untuk tujuan pengajian sahaja.
3. Perpustakaan dibenarkan membuat salinan tesis ini sebagai bahan pertukaran antara institusi pengajian tinggi.
4. TIDAK TERHAD

Disahkan oleh

ANITA BINTI ARSAD

PUSTAKAWAN KANAN
UNIVERSITI MALAYSIA SABAH

(Penulis : **HUMPHREY JOHN SUANA**)

TANDATANGAN PUSTAKAWAN

(**DR. FUMITAKA FURUOKA**)

PERPUSTAKAAN
UNIVERSITI MALAYSIA SABAH

Tarikh : **21 July 2006**

Tarikh :

21 July 2006

CATATAN : @ Tesis dimaksudkan sebagai tesis bagi Ijazah Doktor Falsafah dan Sarjana secara penyelidikan, atau disertasi bagi pengajian secara kerja kursus dan penyelidikan, atau Laporan Projek Sarjana Muda (LPSM)

DECLARATION

The materials in this thesis are original except for quotations, excerpts, summaries and references, which have been duly acknowledged.

HUMPHREY JOHN SUANA
PS03 – 002(K) – 037
21 JULY 2006



UMS
UNIVERSITI MALAYSIA SABAH

ACKNOWLEDGEMENTS

I would like to express my utmost gratitude and appreciation to my supervisor, Dr. Fumitaka Furuoka for his precious guidance, support, encouragement and valuable time that were constantly given and spent to me throughout the research process; not forgetting my co-supervisor, Dr. Hj. Kasim Hj. Md. Mansur for sharing his experiences and ideas in improving this research.

I would also like to thank to all respondents involved who have extended their valuable time in completing and returning the questionnaires. A special thanks to my good friend cum MBA classmate, Mr. Bonaventure Boniface for his assistance and support throughout the research. My deep appreciation goes to my mother for her prayers and constant support which will always be remembered.

My acknowledgement and appreciation would be incomplete without mentioning my wife Sophia, for her enormous prayers, supports, patience, understanding, sacrifices and love. And to my three children, Chelsea Crystal, Nicole Pearl and Hywel Brendan, I would like to thank you for their understanding and sacrifice throughout my MBA program. For me they have been my source of strength and inspiration.

ABSTRACT

The aim of this study was to examine the relationship between personality of managers in Kota Kinabalu and their choices of influence tactics. Basically there are three related issues being investigated in this study. First, what are the influence tactics that being favoured by the managers? Second, does personality affect the choice of their influence tactics? And finally, is there any evidence that demographical variables have significantly affecting personalities and choices of influence tactics? This study provides some knowledge and skills that Managers in Kota Kinabalu or Malaysia need to acquire in order to seek compliance from their subordinates. Besides that, the findings and information gathered in this study could provide some guidelines in the process of selecting good managers that would be more objective and effective. And for individual managers, this study could provide them with an idea for developing their own influence tactic strategies. On the other hand, it also serve as guidelines for subordinates in dealing with their superiors better. The study used Steers and Braunstein (1976) personality underlying needs questionnaire and influence tactics questionnaire developed by Schriesheim and Hinkin (1990). A sample size of 114 managers in public and private sector participated in the study. T-test, one-way ANOVA, multiple-regression, and Friedman test methods were administered to test the 5 hypotheses. The study revealed that male managers have higher need for achievement than females but female managers have higher need in affiliation. It also found out that married managers have higher need for achievement than single managers, but on the other hand, they have lower need in affiliation compared to their single counterparts. It also discovered that the older and the longer the managers' work experience, the higher they need for achievement. The younger managers on the other hand have higher need in affiliation. As for job level, the senior managers tend to show higher need in achievement than the junior managers but junior managers have higher need for affiliation. As for influence tactics, it was found out that male managers have higher tendency to use exchange, coalition, and personal appeal tactics than the female managers. On the other hand, the older and married managers tend to use legitimating, pressure, and personal appeal tactics more frequently than the younger and single managers. It also showed that consultation and coalition tactics are used frequently by managers in public sector than in private sector. In terms of race, the study showed that the Bajau managers have the highest tendency of using rational persuasion, inspirational appeals, and consultation tactics compared to other races. Whereas, the Chinese managers use coalition tactics the most compared to other races and the Kadazandusun managers used ingratiation tactics the most. This study also signified that there is a positive relationship between personality traits of managers and the choice of influence tactics. As for the most preferred and frequently used influence tactics by managers in Kota Kinabalu are first is rational persuasion, second is inspirational appeals, third is consultation tactics, and forth is coalition tactics. This result signified that the fifth hypothesis is not substantiated. As a conclusion, the overall results of this study indicated that personality and demographic factors of managers do have affect to their choices of influence tactics.

ABSTRAK

HUBUNGAN ANTARA PERSONALITI DAN PENGGUNAAN TAKTIK PENGARUH DI KALANGAN PENGURUS DI KOTA KINABALU DALAM MEMPENGARUHI ORANG BAWAHAN MEREKA.

Tujuan kajian ini adalah bagi mengkaji hubungan di antara personaliti para pengurus di Bandaraya Kota Kinabalu dengan pilihan taktik pengaruh mereka. Pada dasarnya, terdapat tiga isu yang saling berkait rapat dalam kajian ini. Pertama, apakah taktik-taktik pengaruh yang menjadi pilihan para pengurus? Kedua, adakah personaliti memberi afek terhadap pilihan taktik pengaruh? Dan akhir sekali, adakah bukti yang menunjukkan pembolehubah demografi mempunyai pengaruh yang signifikan terhadap personaliti dan pilihan terhadap taktik pengaruh. Kajian ini memberi input ilmu pengetahuan serta kemahiran yang diperlukan oleh pengurus di Kota Kinabalu maupun di Malaysia dalam mendapatkan kerjasama orang bawahan mereka. Di samping itu, penemuan dan informasi dalam kajian ini berguna kepada proses pemilihan para pengurus baru yang lebih objektif dan efektif. Kajian ini juga dapat memberi sumbangan idea kepada para pengurus secara individu dalam menghasilkan strategi taktik pengaruh mereka. Dan kepada orang bawahan, kajian ini memberi sumber rujukan yang berguna kepada mereka dalam mengendalikan hubungan yang lebih baik dengan pihak majikan/atasan. Kajian ini menggunakan soal-selidik personaliti (teori keperluan) yang dihasilkan oleh Steers dan Braunstein (1976) dan soal-selidik taktik pengaruh oleh Scriesheim dan Hinkin (1990). Sebanyak 114 para pengurus dari sektor awam dan swasta mengambil bahagian dalam kajian ini.. Kajian ini membuktikan bahawa pengurus lelaki mempunyai keperluan pencapaian yang lebih tinggi daripada pengurus wanita. Disebaliknya, pengurus wanita lebih memerlukan penerimaan berbanding dengan lelaki. Pengurus yang berumur dan berkhidmat lama juga menunjukkan keperluan kepada pencapaian lebih tinggi berbanding dengan pengurus muda dan baru. Namun mereka memerlukan penerimaan berbanding dengan pengurus berumur dan lama. Keadaan ini juga sama dari segi tahap jawatan, pengurus kanan menunjuk keperluan tinggi dalam pencapaian dan pengurus muda sebaliknya lebih tinggi kepada penerimaan. Dari segi taktik pengaruh, pengurus lelaki cenderung menggunakan tawar-menawar, gabungan, dan rayuan peribadi berbanding dengan pengurus wanita. Pengurus berumur dan berkahwin menunjukkan kecenderungan menggunakan taktik pengaruh kuasa, tekanan dan rayuan peribadi. Kajian juga mendapati pengurus di sektor awam lebih gemar menggunakan taktik pengaruh rundingan dan gabungan. Dari segi kaum pula, pengurus Bajau menunjukkan kecenderungan tertinggi menggunakan taktik pengaruh pujukan rasional, rayuan inspirasi, dan rundingan berbanding dengan kaum lain. Dan pengurus Cina lebih gemar menggunakan taktik gabungan berbanding kaum lain. Manakala pengurus Kadazandusun, cenderung menggunakan taktik ingrasiasi. Kajian ini mendapati terdapat hubungan yang positif antara personaliti pengurus dengan pilihan terhadap taktik pengaruh. Dari segi taktik pengaruh yang menjadi pilihan utama dan paling kerap digunakan oleh para pengurus di Kota Kinabalu, adalah, pertama, pujukan rasional, kedua, rayuan inspirasi, ketiga, rundingan dan keempat adalah gabungan. Dengan itu, hipotesis ke 5 adalah tidak diterima. Kesimpulannya, hasil kajian ini menunjukkan personaliti dan faktor demografi pengurus memberi kesan terhadap pemilihan taktik pengaruh mereka.

TABLE OF CONTENTS

	Page
TITLE	i
DECLARATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
ABSTRAK	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x

CHAPTER 1: INTRODUCTION

1.1	Overview	1
1.2	Statement of Problem	1
1.3	Purpose of the Study	2
1.4	Scope of the Study	2
1.5	Significance of the Study	3
1.6	Definition of Variables	3
1.6.1	Definition of Socio-demographic	3
1.6.2	Definition of Personality	3
1.6.3	Definition of Influence Tactics	4
1.7	Summary	6

CHAPTER 2: LITERATURE REVIEW

2.1	Introduction	7
2.2	Socio-Demographical Variables	7
2.3	Personality and Definitions	7
2.4	Research on Personality	8
2.5	Influence Behavior and Definitions	12
2.6	Research on Influence Tactics	13
2.7	Summary	16

CHAPTER 3: RESEARCH METHODOLOGY

3.1	Introduction	17
3.2	Theoretical Framework	18
3.3	Hypotheses	18
3.4	Instrument Design	20
	3.4.1 Measures of Personality Traits	21
	3.4.2 Measures of Types of Influence Tactics	21
3.5	Data Collection Method	21
3.6	Research Design	21
	3.6.1 Type of Study	21
	3.6.2 Nature of Study	22
	3.6.3 Time Horizon	22
	3.6.4 Unit of Analysis	22
	3.6.5 Population, Sampling and Sample Size	22
3.7	Data Analysis	22

CHAPTER 4: RESULTS OF THE STUDY

4.1	Introduction	24
4.2	Questionnaire Profile	24
4.3	Profile of Respondents	24
4.4	Reliability of Measures	24
4.5	Descriptive Statistics of variables	27
4.6	Demographic Variables and Personality	27
4.7	Demographic Variables and Influence Tactics	32
4.8	Private and Public Sector managers and Influence Tactics	39
4.9	Personality and Influence Tactics	41
4.10	Influence Tactics Ranking of Preference	52
4.11	Summary of Overall Findings	53

CHAPTER 5: DISCUSSION AND CONCLUSION

5.1	Introduction	55
5.2	Recapitulation of the Study	55
5.3	Discussion and Implications	
5.3.1	The Significant Difference Between Demographic Variables and Personality.	55
5.3.2	The Significant Difference Between Demographic Variables and Influence Tactics.	57
5.3.3	The Significant Difference Between Public and Private Sector Managers in Using Influence Tactics.	59
5.3.4	The Relationship Between Personality and Influence Tactics.	59
5.3.5	The Most Preferred and Frequently Used Influence Tactics Among Managers in Kota Kinabalu City.	60
5.3.6	Implications	61
5.4	Limitations of the Study	62
5.5	Suggestions for Future Research	63
5.6	Conclusion	63
	BIBLIOGRAPHY	65
	APPENDICES	71

LIST OF TABLES

	Page
Table 3.1	Analysis of Underlying Needs Questionnaire 20
Table 3.2	Analysis of Influence Tactics Questionnaire 20
Table 4.1	Response Summary 24
Table 4.2	Profile of Respondents 25
Table 4.3	Summary of the Reliability Measurement of the Variables 26
Table 4.4	Description of the Variables 27
Table 4.5	Results of T-test – Gender and Personality 28
Table 4.6	Results of T-test – Marital Status and Personality 28
Table 4.7	Results of One-way ANOVA test – Age and Personality 29
Table 4.8	Results of One-way ANOVA test – Works experience and Personality 29
Table 4.9	Results of One-way ANOVA test – Job Level and Personality 30
Table 4.10	Results of One-way ANOVA test – Race and Personality 31
Table 4.11	Results of T-test – Sector Category and Personality 32
Table 4.12	Results of T-test – Gender and Influence Tactics 32
Table 4.13	Results of One-way ANOVA test – Age and Influence Tactics 33
Table 4.14	Results of T-test – Marital Status and Influence Tactics 34
Table 4.15	Results of T-test – Sector Category and Influence Tactics 35
Table 4.16	Results of One-way ANOVA test – Work Experience and Influence Tactics 36
Table 4.17	Results of One-way ANOVA test – Job Level and Influence Tactics 37
Table 4.18	Results of One-way ANOVA test – Race and Influence Tactics 38
Table 4.19	Results of T-test – Sector Category and Influence Tactics 40
Table 4.20	Summary of Multiple Regression of Rational Persuasion 41
Table 4.21	Summary of Multiple Regression of Inspirational Appeals 42
Table 4.22	Summary of Multiple Regression of Consultation 43

Table 4.23	Summary of Multiple Regression of Exchange Tactics	44
Table 4.24	Summary of Multiple Regression of Coalition	46
Table 4.25	Summary of Multiple Regression of Legitimizing	47
Table 4.26	Summary of Multiple Regression of Pressure	48
Table 4.27	Summary of Multiple Regression of Ingratiation	49
Table 4.28	Summary of Multiple Regression of Personal Appeals	50
Table 4.29	Friedman Test – Influence Tactics Ranking	52
Table 4.30	Summary of Hypothesis 1 Results	53
Table 4.31	Summary of Hypothesis 2 Results	53
Table 4.32	Summary of Hypothesis 3 Results	53
Table 4.33	Summary of Hypothesis 4 Results	54
Table 4.34	Summary of Hypothesis 5 Results	54

	LIST OF FIGURE	Page
Figure 3.1	 Theoretical Framework	18

CHAPTER 1

INTRODUCTION

1.1 Overview

As business becomes ever more competitive in the modern world, the issues of tactics managers use to gain cooperation and compliance among subordinates has become a critical issue. New, flexible organizational structures, open communications, responsibility without authority, and rapid change put personal influence tactics at the centre of management. In view of flatter organization structure and increased span of control, managers have no choice but to influence in a proactive way to ensure employees' commitment to organizational goals.

The main objective of this study is to examine the relationship between personality traits and influence tactics. This research is especially interested in ways in which people intentionally "alter, change or exploit others" (Buss, 1987). Buss and his colleagues demonstrated that the use of influence tactics is related to individual differences in personality. They found that scores on personality measures could predict the tendency to use certain influence tactics over others.

The empirical study on the influence behavior of managers has been gaining a lot of attention since 1980 (Yukl & Guinan, 1995). Most of these studies explore issues such as the type of influence tactics used by managers (Erez, Rim, & Keider, 1986; Kipnis, Schmidt, & Wilkinson, 1980; Schriesheim & Hinkin, 1990; Yukl & Falbe, 1990); the relative effectiveness of different tactics (Falbe & Yukl, 1992; Yukl & Tracey, 1992); and the importance of individual and contextual determinants of tactics (Ansari & Kapoor, 1987; Erez & Rim, 1982; Hinkin & Schriesheim, 1990; Khairina, 1999; Schilit, 1986; Yukl, Falbe, and Youn, 1993; Yukl & Guinan, 1985)

1.2 Statement of Problem

The ability of managers to influence effectively to gain cooperation and compliance among subordinates has become vital especially in managing diverse workforce. Managers involved may instigate authority differently, swayed by one's predisposed personality as well as induced by demographic variables. There has been increasing empirical evidence supporting that personality predisposition (Buss, 1987) influences

the way people attempt to alter or change people they encounter. Therefore, understanding what predisposes managers to favour and select one style of influence tactics over another could have a significant value on influence tactics in the workplace, leadership, organizational operation and personnel placement and selection.

Research in this area is still lacking in Malaysia. As influence tactics is a manipulation of issue, the management of subordinates in adverse multicultural workplace becomes even more important and challenging to Malaysian managers. Yukl and Guinan (1995) found out many managers do not understand how to develop an effective influence strategy. Ineffective use of influence tactics is found to be associated with unfavorable relationship between managers and subordinates. This research could help provide some of the knowledge and skills that Malaysian managers need to acquire in order to seek compliance from subordinates. It will give a better understanding on the impact of cultural diversity and sensitivity, underlying values and personality dimensions towards the managers' techniques in seeking cooperation. It will offer guidelines on personality and influence tactics in which Malaysian managers should consider and incorporate in their repertoire of skills for handling a multi-cultural work force.

1.3 Purpose of the Study

The purpose of this study is to examine the relationship between personality of managers in Kota Kinabalu City and their choices of influence tactics. Basically there are three related issues being investigated in this study. First, what are the influence tactics that being favoured by the managers? Second, does personality affect the choice of their influence tactics? And finally, is there any evidence that demographic variables have significantly affecting personalities and choices of influence tactics?

This study provides some knowledge and skills that managers in Kota Kinabalu or Malaysia need to acquire in order to seek compliance from their subordinates. Besides that, the finding of and information gathered in this study could provide some guidelines in the process of selecting good managers that would be more objective and effective. And for individual managers, this could provide them with an idea for

developing their own influence tactic strategies. On the other hand, it also serve as guidelines for subordinates in dealing with their superiors better.

1.4 Scope of the Study

The scope of this study will consist of three main groups of variables; personality, influence tactics and demographical. This study will focus on managers in public and private sector in Kota Kinabalu City, Sabah.

1.5 Significance of the Study

This research has implications for understanding and improving the effectiveness of managers. This study would contribute to the understanding of how managers' personality traits variables would affect their use of influence tactics.

1.6 Definitions of Variables

This study focuses on the two independent variables, namely, socio-demographic and personality, and one dependent variable which is the influence tactics. The definitions of the variables are provided below.

1.6.1 Definition of Socio-Demographic

Socio-demographic refers to the background variables that help shape what a person has become. Demographic factors such as age, race, and gender influence individual differences. Another set of factors from a person's environmental background such as urban versus rural, single parent versus dual parent, poor, middle-class, or wealthy impact a person's personality and behavior (Ivancevich and Matteson, 1990). This study focuses on the seven independent variables of socio-demographic dimensions which are, age, gender, marital-status, sector category, years of work experience, job level and race.

1.6.2 Definition of Personality

The term personality represents the overall profile or combination of characteristics that capture the unique nature of a person as that person reacts and interacts with others. Individual have their own way of thinking and acting, their own unique style or

personality. J Shea and D Gobeli (1995) define personality as the combination of stable physical and mental characteristics that give the individual his or her identity. These characteristics or traits, including how one looks, thinks, acts and feels are the product of interacting genetic and environmental influences. Therefore personality can be defined as the relatively enduring individual traits and dispositions that form a pattern distinguishing one person from all others.

According to Schermerhorn, Hunt and Osborn (1995), personality combines a set of physical and mental characteristics that reflect how a person looks, thinks and acts and feels. Understanding personality contributes to an understanding of organizational behavior by adding a consideration of what individuals are like to that of what they can do (competency) and what they will do (motivation). This means that we can predict the interplay between an individual's personality and his or her tendency to behave in certain ways.

In this study, personality dimensions are focused on those that have direct bearing on behavior in work settings such as individual need strengths categorization developed by Murray (1938), Maslow (1954), McClelland, (1951) as they relate to such variables as job involvement, performance, decision making behavior, and so forth. In accordance to that, a behaviorally-based scale of personality traits with specific reference to the work setting such as individuals, their needs and strengths were used. The three underlying needs which presenting the dimensions are "achievement" which is the need to strive for success or accomplishment of a desired end of a difficult task (Murray, 1938; McClelland, 1951), "affiliation" which is the need to secure and maintain friendly association and cooperation (Murray, 1938; Schachter, 1959) and "power" which is the need to command others' behavior and control one's environment (Murray, 1938).

1.6.3 Definition of Influence Tactics

This study defines influence tactics, based on Yukl (1994), which are widely used by managers as a proactive influence that attempts to motivate their subordinates to carry out a request, perform a task, or support a proposal. Yukl sees influence as merely the effect of one party (agent) on another (target) though he believes that the process by which the agent affects the target can take many different forms meaning

that the influence may be over people, things or events. In the case of people, the influence may be over attitudes, perceptions, behavior, or some combination of these outcomes. There are nine dimensions of influence tactics and their definitions are as follows:

a) Rational Persuasion

The agent uses logical arguments and factual evidence to persuade the person that a proposal or request is practical and likely to result in the attainment of objectives.

b) Inspirational Appeals

The agent makes a request or proposal that arouses enthusiasm by appealing to the person's values, ideals, and aspirations, or by increasing the person's confidence that he or she would be able to carry out the request successfully.

c) Consultation

The agent seeks the target person's participation in planning a strategy, activity, or change for which he desires his or her support and assistance, or the agent willing to modify a request or proposal to deal with the target person's concerns and suggestions.

d) Exchange

The agent offers an exchange of favors, indicates willingness to reciprocate a favor at a later time, or promise the person a share of the benefits if he or she helps the agent accomplish a task.

e) Personal Appeals

The agent appeals the target person's feelings of loyalty and friendship toward him when the agent asks him or her to do something.

f) Ingratiation

The agent seeks to get the target person in a good mood or to think favorably of you before making a request or proposal (e.g. compliments the person, act very friendly)

g) Legitimizing Tactics

The agent seeks to establish the legitimacy of a request by claiming the authority or right to make it, or by verifying that it is consistent with the organizational policies, rules, practices, or traditions.

h) Pressure

The agent uses demands, threats, frequent checking, or persistent reminders to influence the target person to do what he wants.

i) Coalition Tactics

The agent seeks the aid of others to persuade the target person to do something, or use the support of others as a reason for the target person to agree to your request.

1.7 Summary

This study attempts to study the relationship between personality of managers in Kota Kinabalu City and their choice of influence tactics. At the same time, it also tries to examine the impacts of the demographical variables to personality and the choice of influence tactics chosen. Therefore the scope of this study will consist of three main groups of variables, namely demographical (age, gender, marital-status, sector category, years of work experience, job level and races); personality (the three dimensions of underlying needs: achievement, affiliation, and power); and influence tactics (rational persuasion, inspirational appeals, consultation, exchange, personal appeals, ingratiation, legitimating tactics, pressure, and coalition. This study focuses on managers in Kota Kinabalu City. It is hope that this study would contribute to the understanding of how managers' personality traits variables would affect their use of influence tactics.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The review of literature related to this study is divided into 5 sections which include the following (i) Socio-Demographical Variables (ii) Personality and Definitions, (iii) Research on Personality, (iv) Influence and Definitions, and (v) Research on Influence Behavior.

2.2 Socio-Demographic Variables

Demographic characteristics are the background variables that help shape what a person has become. They are sometimes called biographic characteristics. Usually, demographic characteristics are easy to determine by appearance or from a person's personnel file (J.R. Schermerhorn, J.G. Hunt, & R.N. Osborn, 1995). Individual differences have a direct effect on behavior and their differences are determined or influenced by their background, individual characteristics, needs, and how they perceive the world and other individuals (Ivancevich and Matteson, 2002). And human beings possess specific traits and these distinctive characteristics are relatively stable across time (Wafa and Tee, 1997). For the purpose of this study, seven independent variables of socio-demographic dimensions such as age, gender, marital-status, sector category, years of work experience, job level and races are tested.

2.3 Personality and Definitions

Psychologists have devoted much time and research to describing, cataloguing and measuring personality traits. Cattell and IPAT (1986) designed the 16PF personal inventory, reducing personality traits to just 16. Eysenck and Eysenck (1967) grouped personality traits to form personality types, for example introvert/extrovert. Their views of personality suggests that you are the kind of person you are as a result, to some degree, of your biology or genetic make-up. Yukl (2002) refers the term traits to a variety of individual attributes, including aspects of personality, temperament, needs, motives, and values. Personality traits are relatively stable dispositions to behave in a

particular way. Examples include self-confidence, extroversion, emotional maturity, and energy level.

Allport (1961) defined personality as the dynamic organization within the individual of those psychophysical systems that determine his characteristic, behavior and thought. Whereas, according to Byrne (1974), personality is the culmination of all relatively enduring dimensions of individuals of differences on which he as an individual can be measured. It is also the distinctive patterns of behaviour including thoughts and emotions that characterize each individual's adaptation to situations of his or her life.

The problem of defining personality is a difficult one and a very wide variety of definitions have been suggested over the years. Obviously, there is no agreed-upon terms of definition, although personality is defined as consistent behaviour patterns originating within the individual.

2.4 Research on Personality

Research on personality usually begins with hypotheses that are logically derived from a theory. It can be divided into laboratory and field investigations. For the last 100 countless research has been carried out on personality. All approaches to that research could be simplified into five categories: the psychoanalytic, trait, humanistic, behavioral/social learning, and cognitive approaches. Personality is an important factor in accounting for why workers act the way they do in organizations and why they have favorable or unfavorable attitudes toward their jobs and organizations. Personality has been shown to influence career choice, job satisfaction, stress, leadership, and some aspects of job performance. Researchers have spent considerable time and effort trying to identify personality types.

One of the most important ways that researchers have found to describe personality is in terms of trait. Researchers have identified many personality traits, and most psychologists agree that traits that make up a person's personality can be organized in a hierarchy. The five personality dimensions have been identified to have special relevance for the workplace: extraversion, neuroticism, agreeableness, conscientiousness, and openness to experience. Because these dimensions have been found in studies that have sought to identify the most basic dimensions of personality, they are popularly called the "Big Five Model of Personality".

Extraversion is a personality trait that predisposes individuals to experience positive emotional states and feel good about themselves and about the world around them. Extraverts are people high on the extraversion scale who tend to be sociable, affectionate, and friendly. At work, extraverts are more likely than introverts to experience positive moods, be satisfied with their jobs and generally feel good about the organization and those around them. Extraverts also are more likely to enjoy socializing with their coworkers. They may do well in jobs requiring frequent social interaction, such as in sales and customer relations positions. In contrast to extraversion, neuroticism reflects people's tendency to experience negative emotional states, feel distressed, and generally view themselves and the world around them negatively. Individuals who are high on neuroticism are more likely to experience negative moods at work, stressed, and generally have negative orientation toward work situation.

Agreeableness is the trait that captures the distinction between individuals who get along well with other people and those who do not. Likability in general, and the ability to care for others and to be affectionate, characterizes individuals who are high on agreeableness. Agreeable individuals generally are easy to get along with and are "team players". Agreeableness can be an asset in jobs that hinge on developing good relationship with other people. Conscientiousness is the extent to which an individual is careful, scrupulous, and persevering. Individuals high on conscientiousness are organized and have a lot of self-discipline. Conscientiousness is important in many organizational situations and has been found to be good predictor of performance in many jobs in a wide variety of organizations (Barrick, et al., 1991). The last of the Big Five personality traits is openness to experience which refers to individual who is open to wide variety of stimuli, has broad interests, and willing to take risks as opposed to being narrow-minded and cautious.

David McClelland, a successor of Murray has also done extensive research on traits that are present in all people to varying degrees. McClelland, however, focused on only a limited set of needs: the for achievement, the need for affiliation, and the need for power.

McClelland found that individuals with high need for achievement have a special desire to perform challenging tasks well and to meet their own personal standards for

excellence. They like to be in situation which they are personally responsible for what happens, like to set clear goals for themselves, are willing to take personal responsibility for outcomes, and like to receive performance feedback. The need for achievement partly determines how employees will respond to challenging job assignments, because task persistence and the acceptance of challenge are closely related to this need. High achievers are driven by the prospect of performance-based satisfaction rather than by monetary gain. For these individuals, money is primarily a source of feedback on personal performance rather than an end in itself. McClelland (1965) has found that entrepreneurs and managers are especially likely to have a high need for achievement. Effective managers often have a strong goal orientation and tend to take moderate risks, a finding that is consistent with the profile of an individual with a high need for achievement.

Individuals with a high need for affiliation are especially concerned about establishing and maintaining good relations with other people. Therefore, they tend to be warm and friendly in their relationships. Although they make good team players, a manager might not want a group to be composed primarily of individuals with a high need for affiliation because group might be more concerned about maintaining good interpersonal relations than about actually accomplishing the group's tasks. Individuals with high need for affiliation may also less effective in situations in which they need to evaluate others because it may be hard for them to give negative feedback to a coworker or subordinates, a task that might disrupt interpersonal relations.

D.G. Winter (1973) stressed that individuals with high need for power have a strong desire to exert emotional and behavioral control or influence over others. These individuals are especially likely to be found in situations, such as in managerial jobs and leadership positions that require one person to exert influence over others. In a study of the effectiveness of former presidents of the United States, R.J. House, W.D. Spangler, & J. Woycke (1991) concluded that individuals with high need for power may actually be more effective as leaders than those with a low need for power. They found that a president's need for power predicted presidential performance or the president's effectiveness in office. The levels of the presidents' need for power were assessed by analyzing their inaugural speeches for thought and ideas reflective of a high need for power.

Another research on trait is Type A and Type B orientation. Meyer Friedman & Ray Roseman (1987) said that individuals with a Type A orientation are characterized by impatience, desire for achievement, and perfectionism. In contrast, those with Type B orientations are characterized as more easygoing and as less competitive in relation to daily events. D.C. Ganster, J. Schaubroeck, W.E. Sime, & B.T. Meyers (1991) found individuals who are Type A have an intense desire to achieve, are extremely competitive, have a sense of urgency, are impatient, and can be hostile. They have a strong need to get a lot done in a short time period and can be difficult to get along with because they are so driven. They often interrupt other people and sometimes finish their sentences for them because they are so impatient.

Researchers also found that Type A's would seem to be ideal workers from the organization's perspective, especially in situations where a lot of work needs to be done in a short time. Because Type A's can be difficult to get along with, however, they may not be effective in situations that require a lot of interaction with others. Consistent with this observation, R.A. Baron (1989) found that Type A managers were more likely to have conflicts with their subordinates and with coworkers than were Type B managers. Type A workers are not particularly good team players and often work best alone. In addition, Type A's may get frustrated in long-term situations or projects because they like to see results. There is some evidence suggesting that Type A people tend to be obsessive and to suffer from heart disease more than their Type B counterparts.

Some research results suggest that such personality traits as alertness, originality, personal integrity, and self-confidence are associated with effective leadership. Edwin Ghiselli (1963) reported several personality traits associated leader effectiveness. He found that the ability to initiate action independently was related to the respondent's level in the organization. The higher the person went in the organization, the more important this trait became. He also found out that self-assurance was related to hierarchical position in the organization. Finally, he found that persons who exhibited individuality were the most effective leaders.

Another interesting aspect is research on the determinants of personality: nature and nurture which become the larger debate in psychology concerning how these two factors influence behaviour. Even though, the explanations from this

research are far from complete, research has given some directions on this issue. Obviously, there appears to be nature/genetic influence on the development of some personality traits. Even though, the perimeter of that influence remains a matter of contention. Some research using the twin-study method suggests a large genetic components influence, but there are questionable assumptions in this approach that cast doubt on the conclusions. Other research using different methods suggests a smaller genetic influence and a nature-nurture relationship more complicated than simple heritability percentage.

All researches reviewed before this demonstrates how single personality trait concept can be powerful enough to be used to better explain a variety of behaviours. More importantly, a better understanding of personality traits can result in some practical applications by psychologists and others working in applied setting. It seems clear the trait approach will continue to play an important role in personality research in the future.

2.5 Influence Behavior and Definitions

Influence behaviour has generally been identified in terms of the tactics used to obtain a desired goal from a target individual (Farmer, Maslyn, & Fedor, & Goodman, 1997). Yukl (1994) sees influence as merely the effect of one party (the agent) on another (the target). Buss (1987) sees it as the ways in which people intentionally alter, change, influence or exploit others. Cialdini (1985), who was one of the early researchers in this area of study regarded influence behaviour as weapons to get compliance from the target person.

2.6 Research on Influence Tactics

A critical component of management effectiveness is the manager's ability to influence people (Bass, 1990; Yukl, 1989). A manager's effectiveness can be determined to a large extent by his/her success in influencing people both within and outside the organization. Understanding influence processes is important to determine which tactics are more often used than others, which are more likely to succeed in a given situation, and the consequences of using a specific tactic.