



The Relationship Between Personality Traits and  
Interpersonal Values of Marks & Spencer  
Thailand Sales Staff

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for the Degree of

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September 1999

**THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND  
INTERPERSONAL VALUES OF MARKS & SPENCER  
THAILAND SALES STAFF**



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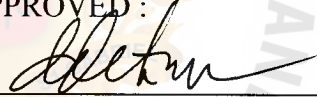
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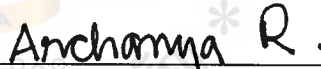
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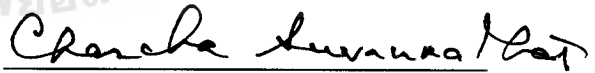
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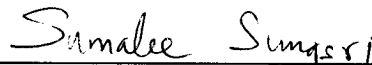


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# THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND INTERPERSONAL VALUES OF MARKS&SPENCER THAILAND SALES

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The purpose of this research is to study the personality traits and interpersonal values of Marks & Spencer sales staff and to study the relationship between their personality traits and interpersonal values.

The population is 170 Marks & Spencer Thailand sales staff . The two instruments utilized are Personality Inventory Test (Dr. Chaiyaporn Wichavudh, 1998) and Survey of Interpersonal Values (Leonard V. Gordon 1995).

The data are analyzed by using Mean, Standard Deviation and Pearson Product-Moment Coefficient. The findings suggest that :

1. There is no personality traits of Marks & Spencer sales staff that reach the high range score (score between 7-9) but there are personality traits that are considered as low range of score (score between 1-3) which are Reflective thinking and Masculinity
2. Marks & Spencer sales staff value Conformity as the most important value and the Recognition as the least important of interpersonal values.
3. There is a positive relationship between the personality traits and interpersonal values in the area of Support and Care for others ( $p < .05$ ), Support and Need to affiliation ( $p < .05$ ), Conformity and reflection thinking ( $p < .05$ ), Conformity

and Authenticity ( $p<.05$ ), Conformity and Endurance ( $p<.05$ ), Conformity and Self-control ( $p<.05$ ), Leadership and Dominance ( $p<.05$ ), Leadership and Need to Achieve ( $p<.05$ ), Leadership and Self-control ( $p<.05$ ). On the other hand, there is a negative relationship between personality traits and interpersonal values in the area of Independence and Need to Achieve ( $p<.05$ ), Support and Activeness ( $p<.05$ ), Recognition and Dominance ( $p<.05$ ), Leadership and Need for Recognition ( $p<.05$ )



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# CHAPTER I

## THE PROBLEM AND ITS BACKGROUND

### Introduction and Statement of the Problem

Marks & Spencer is one of the world's most successful and widely respected retailers with over 280 stores in the United Kingdom and substantial developments in Europe, North America and Far East. In 1994, Central Group was selected as the Franchise partner to sell products under St Michael brand in Thailand. Marks & Spencer Thailand comprises seven outlets namely Central Ladprao, Central Chidlom, Central Bangna, Central Pinklao, Central Silom Complex, Zen and Central Rama III. With a total of 318 staff, the company is divided into six departments which are Commercial Department, Merchandising Department, Marketing Department, Personnel Department, Information Technology and Finance and Accounting Department.

Marks & Spencer Franchise shops have the same corporate identity Worldwide. It aims at achieving greater world - class success by emphasizing the importance and the development of its workforce. It recognizes that every staff member has a valuable contribution to make and ought to be given the opportunity and training to develop to their fullest potential.

In the globalized world, every organization has to compete with one another in order to survive in the fierce competitive business. Human Resource Management (HRM) is one of the major areas criteria that helps companies to achieve their goals. Training and Recruitment, as parts of HRM are considered important tools in developing the staff and enabling them to feel part of the company.

In realizing the importance of staff and getting the best from them, the researcher as a member of Human Resources Team found that it is interesting to study the personality traits and interpersonal values of company staff. And one main group of staff that the company considers as the most valuable asset is the Sales Staff since they are the majority staff members of the company and they are the group of people who run the operations of Marks & Spencer stores. Moreover, the most important point is that most of the activities of this group are concerning customers such as approaching them, greeting them, being courteous under adverse conditions, suggesting a purchase and closing the sale. And personality is involved in these activities. The suitable personalities of sales staff would raise the sales volume and support the company to achieve its target. In other words, sales staff with good personalities are necessary for the success of the company.

Another important motivation that urged the researcher to study personalities of sales staff came from the 1997-1998 during the economic recession in Thailand. This national crisis brought about a higher cost of living. The company's profit was not as good as it had been. The sales staff were the group who got most affected since the compensation given to the staff was reduced. They got less income while their expense was higher. Thus, many sales staff decided to resign from the company and return to their hometown upcountry where the cost of living was cheaper. With this reason, the company lost a lot of experienced staff and had to recruit many new sales staff. This study of sales staff's personalities, would help the Human Resources team to know what types of sales staff personalities are preferred and should be recruited to help in enhancing the company's growth during this difficult time without consuming too much time for training. At the same time, they would be realized and

try to develop further. This study of staff personalities would be beneficial to recruitment and enable the training team to create appropriate training and development plans for the sales staff.

To better understand a person, one can be described in terms of the values that they hold since a person's values may determine to a large degree what they do and how well they perform (Gordon, 1995). It is said that in organizations, each individual brings different sets of personal characteristics. There are varied ways of seeing things and people possess skills and abilities that are unique to them and that contribute to their successful performance. People bring their personal expectations to the job and presume that it would provide them something that they value. Interpersonal values is another factor used in determining work behaviour. If a person dislikes or is prejudiced against certain groups of people, then that too, would show up dealings with others. That would be especially true of way in which that person communicates with others. Thus, understanding interpersonal values might also lead to understanding people's personalities. And the relationship of personalities and interpersonal values might lead to how interpersonal values affect the personalities.

#### **Statement of the Problem**

1. What is the personality profile of Marks & Spencer Sales Staff ?
2. What is the profile of interpersonal values of Marks&Spencer Sales Staff ?
3. What is the relationship between personality traits and the interpersonal values of Marks & Spencer Sales Staff ?

### **Objectives of the Study**

1. To identify the personality traits of Marks & Spencer Thailand Sales Staff.
2. To identify the interpersonal values of Marks & Spencer Thailand Sales Staff.
3. To study the relationship between personality traits and interpersonal values of Marks & Spencer Sales Staff.

### **Significance of the Study**

The importance of this study is listed below :

1. To identify the personality of Marks&Spencer Sales Staff so that the company could know what areas of personality should be more enhanced.
2. To identify the interpersonal values of Marks&Spencer Sales Staff so that the company would know which values the staff should give importance to and if those values are important to their job, the company would find out how to improve them.
3. To understand the relationship between personality traits and interpersonal values and how this can be used in training and staff development.

### **Definition of Terms**

Personality refers to a unique composite of inborn and acquired mental abilities, attitudes, temperaments, and individual differences in thoughts, feelings and actions. This would be measured by the Personality Inventory Test of Dr.Chaiyaporn Wichavudh, Faculty of Psychology , Chulalongkorn University which consists of 18



Personality Traits as Dominance, Orderliness/Neatness, Extraversion, Need to Achieve, Responsibility, Reflective Thinking, Care for Others, Activeness, Authenticity, Endurance, Need to Affiliation, Self control, Assertiveness, Service-Minded, Need for recognition, Masculinity, Hostility, and Negative Attitude.

Sales Staff are employees of Marks & Spencer store structure. Normally structure of the store is composed of store management level and staff level. The sales staff mentioned in this research are in the staff level. Their main duties in the store operation is to be responsible for the operation of a department within the store, to provide a high standard of service to the customer, to take appropriate action to ordering and controlling stock, to maximise sales and minimise losses through the maintenance of displays and high standards.

Interpersonal Values (Gordon, 1995) are the certain critical values involving the individual's relationships to other people or their relationships to him/her. These values are important in the individual's personal, social, marital and occupational adjustment. The six values measured according to the survey of Leonard V Gordon (1995) are Support, Conformity, Recognition, Independence, Benevolence and Leadership.

### **Research Hypotheses**

The research hypotheses for this study is :

1. There is a significant relationship between personality traits and interpersonal values.

### **Scope of the Study**

1. The population is composed of 170 sales staff of Marks & Spencer Thailand.

2. The independent variable is the interpersonal values and the dependent variable is the personality traits. This is because interpersonal values would be able to affect and determine a person's personality.

### **Methodology**

This descriptive research aims to show the personality traits and interpersonal Values of Marks&Spencer sales staff, and also the relationship between their personality traits and interpersonal values .

Subjects are therefore 170 Marks&Spencer sales staff.

Respondents are asked to give some personal background for gathering the demographic information.

The two instruments consist of 1.)The Personality Inventory Test and 2.) The Survey of Interpersonal Values (SIV).

1.) The Personality Inventory Test developed by Prof. Dr. Chaiyaporn Wichavudh, Faculty of Psychology, Chulalongkorn University is used to measure the 18 personality traits of the sales staff. The questionnaire contains 267 items and the test questions have a three-choice response format.

2.) The Survey of Interpersonal Values (SIV) is self-administering which was developed by Leonard V Gordon (1967). This instrument has statements representing things that people consider to be important in their relationship to others. These statements are grouped into sets of three's. Respondents are asked to find the one statement of the three which represents what they consider to be "Most important" and "Least important" in each set of sentences.

### **Analysis of data**

1. Classify the demographics and personal data of the sales staff.

2. Key the answers of respondents into the computer to get the score on each personality trait of each respondent of the Personality Inventory Test.
3. Collect and calculate the score of the respondents on each aspect of the Survey of Interpersonal Values.
4. Use descriptive statistics (Mean and Standard Deviation) to report the personality traits and interpersonal values.
5. Use Pearson Product Moment Coefficient to show the relationship between personality traits of interpersonal values.
6. Discuss the findings in relation to the objectives of the study.



## CHAPTER 2

### REVIEW OF REATED LITERATURE

The review of the literature of this study is devided into 4 main sections as follows :

1. Personality
2. Values
3. Review of Related Research

#### Personality

##### The Concept of Personality

*Persona*, derived from the Latin word meaning “mask,” is the public face we reveal in our relationships with other people. It also represents the various roles we play in response to social demands. *Personality* plays a very significant role in an individual’s life in the society. Success or failue in adjusting oneself to the environment, career or inter-personal relationship are determined by one’s personality (cited in Raicharoen, 1996). An overview of the various meanings of personality in psychology gleaned from various authors would give us a deeper understanding of this construct (cited in Pervin, 1989)

*Allport* defined *personality* as “the dynamic organization within the individual of those psychophysical systems that determine his characteristic behavior and thought.”

*Eysenck* (1975) defines *personality* as “the more or less stable and enduring organization of a person’s character, temperament, intellect and physique, which determines his unique adjustment to his environment.”

*Raymond Cattell* (1965) defines *personality* as “that which permits a prediction of what a person will do in a given situation (cited in Liebert R.M. and Spiegler M.D., 1982).

At present, there is no generally agreed – on single definition of personality. Personality is a construct and various psychologists emphasize various aspect of individual according to their philosophy of man.

In general, the concept of personality is the individual’s unique way of making sense out of every life experience. It represents those characteristics of a person that account for consistent patterns of behavior. It includes one’s character, temperament, adjustment, cognition (thought processes), affects (emotions), interests, attitudes, values as well as overt behaviors. Each person’s personality is influenced and formed by his/her heredity and exposure to environment and life situation. Generally, one’s personality remains stable and it is predictable under specific situations by the past and predisposing of the future.

### Trait Theory of Personality ( Cited in Pervin, 1989)

Since trait theory is focused in this research, it is good to know more about the origin and background of this theory.

Gordon Allport is the initiator of the trait theory of personality. They represent generalized personality dispositions that account for averages in the functioning of a person across situations and over time. Traits can be defined by three properties: frequency, intensity, and range of situations.



According to Allport, people possess traits of varying degrees of significance and generality.

A trait expresses what a person generally does over many situations, not what will be done in any one situation. Thus, both trait and situation are necessary to understand behavior. The trait concept is necessary to explain the consistency of behavior whereas recognition of the importance of the situation is necessary to explain the variability of behavior.

Carl Gustav Jung's analytical psychology portrays personality as shaped by future aspirations as well as by inherited predisposition and draws attention to the integration of opposing psychic forces for the achievement of psychological health.

Two ego orientations or attitudes toward life posited by Jung are *extroversion* and *introversion*. Extroverts tend to be outgoing, sociable, and focused on the outside world, whereas introverts tend to be reflective, aloof, and focused on the self. Jung also proposed the existence of four psychological functions: thinking, feeling, sensing and intuiting. Thinking and feeling are rational functions and sensing and intuiting are irrational functions. By combining the two ego orientations and the four psychological functions, eight different personality types are identified by Jung. His account of personality development emphasizes movement toward self-realization through balancing and integrating the various elements of the psyche. He used the term "individuation" to describe the lifelong process by which all aspects of the personality become organized around the self. The individuation process allows the self to become the center of personality and, in turn, enables the person to attain self-actualization. For Jung, few people ever achieve this highest level of personal development.

Guilford grouped the personality traits of individuals into seven traits as

- 1) Interest like the interest of an individual in different activities like handicrafts.
- 2) Needs like the needs that are found all through the life of man like desire for honor, praise and respect.
- 3) Attitudes is the ability of one individual's reaction to other individuals or things as well as opinions as in attitude towards politics.
- 4) Aptitudes is the ability of the individual in career and other activities.
- 5) Temperament is the overt behavior like self-confidence.
- 6) Physiology is the working of the organic systems of the body.
- 7) Morphology is the body structure and appearance of the body like height and weight.

Hans J. Eysenck(1975) emphasize measurement and the development of a classification of traits is the statistical technique of factor analysis. Factor analysis is a technique in which one starts with a large number of test items that are administered to many people. Factor analysis assumes that behaviors that function with one another are related. It is a statistical device for determining which behavior is related to one another and thereby for determining the unity of natural elements in personality.

Eysenck found three basic dimensions to personality that he labeled as:

#### 1. Introversion – Extroversion

**Introversion :** The introverted person tends to be quiet, is unsociable, introspective, reserved, reflective, distrustful of impulsive decisions, pessimistic, sober, rigid, anxious, moody, prefer a well-ordered life to one filled with chance and risk (Melancholic type of person).

**Extroversion :** The typical extrovert is sociable, outgoing, talkative, responsive, easy going, lively, likes parties, has many friends, carefree, has leadership, craves excitement, acts on the spur of the moment, and is impulsive (Sanguine type of person).

## 2. Neuroticism – Stability

Neuroticism : The person who has neuroticism is passive, careful, thoughtful, peaceful, controlled, reliable, even-tempered and calm (Phlegmatic type of person).

Stability : The person who has stability is touchy, restless, aggressive, excitable, changeable, impulsive, optimistic and active. (Choleric type of person). This type of person will have good psychological health stable in temperament, cognitive, perception, acting and adjust themselves to the environment.

## 3. Psychoticism

Psychoticism : People high on this dimension tend to be solitary, insensitive, uncaring about others, and opposed to accepted social custom.

### Surface vs. Source Traits

According to Raymond B. (1965), **Traits** are the elements out of which the structure of personality is formed. More specifically, they are mental structures inferred from behaviour and which predispose the individual to behave with consistency from one situation to another and from one time to another.

A **surface trait** is represented by a series of behaviors that all seem to belong together. Even the casual observer would identify a trait of friendliness by noting that behaviours such as saying hello on the street, smiling, and responding to a greeting all generally occur together and, indeed, belong together. A surface trait is not an explanatory concept; it is simply an observation that a group of behaviours or characteristics tend to be correlated. On the other hand, **source traits** have an explanatory role. They are the basic, underlying structures which Cattell regards as

constituting the core of personality. They are what cause behaviour and determine the consistencies in each person's behaviour. Since one source trait will influence several surface traits, it follows that source traits are fewer in number.

Cattell also believes that everyone possesses the same source traits, but not to the same degree. Most people would likely occupy a place midway between these two extremes. In addition, a strong source trait will influence a wide variety of behaviour, thoughts and feelings while a weak source trait will have correspondingly little influence.

## Values

### The Acquisition of Value

It is obvious that parents play a major role in a child's acquisition of dominant values. The value acquisition can be divided into two dimensions : *prescriptive* and *proscriptive* value. In case parents reward positive action far more often than they do the absence of wrong-doing, and since parents punish wrong-doing more often than they do the absence of "doing good", it would seem logical to assume that parents who are typically rewarding would have children with a prescriptive orientation, while the children of punitive parents could be expected to have a proscriptive value orientation.

### The Role of Values

A person's values have an impact on self adjustment, alternatives, and choice criteria in the decision process. Differences in values often account for the use of

different performance measures. Differences in values might also generate different alternatives. A viable alternative to one person might be unacceptable to another because of difference in values (Windmiller, Lambert, and Turiel, 1980).

George England (cited in Windmiller, Lambert, and Turiel, 1980) who has conducted very extensive research on the role of values in the decision making process. He reported the following:

1. There are large individual differences in personal values within three major categories;

*The Pragmatic Mode.* Suggests that an individual has an evaluative framework that is primarily guided by success-failure considerations.

*The Ethical-Moral Mode.* Implies an evaluative framework consisting of ethical considerations influencing behavior toward actions and decisions that are judged to be right and away from those judged to be wrong.

*The Affect, or Feeling Mode.* Suggests an evaluative framework that is guided by hedonism. One behaves in ways that increase pleasure and decrease pain.

2. Personal value systems are relatively stable and do not change rapidly.

Edward Lusk and Bruce Oliver repeated one of George England's earlier studies and reported that personal values had changed very little during the six years covered by their study.

3. Personal value systems are related to and/ or influence the way people make decisions.
4. There are differences in the personal values of people working in different organizational contexts.



5. Overall, the value systems of people in the different countries studied were similar: yet, there were some distinct differences. The data suggest that cultural and social factors are more important in explaining value differences and similarities.

### Concept of Interpersonal Values

Value is defined as "the cognitive representation and transformation of needs" (Rokeach, 1973). It also implies a "complex proposition involving cognition, approval, selection and affect (Kluckhohn, 1951), Rokeach has added that values are sociologically based "because society and its institutions socialize the individual for the common good to internalize shared conception of the desirable..." (1973) Value may also arise out of cognitive expression, justification, and indeed exhortation in socially desirable terms"

For example, a child's need for dependency may find cognitive expression in a value of obedience. The need for abasement may be transformed to a respect for elders.

Thus, values are cognitive units that are used in the assessment of behaviour along the dimension of good/bad, appropriate/inappropriate, and right/wrong. They deal with "what ought to be" rather than simply with " what is".

In personality assessment, an individual may be described by what he/she characteristically does in particular situations, that is, in terms of the traits that typify his/her behavior. In addition, that person may be described in terms of his basic motivational patterns or the values that he/she holds.

Moreover, Leary (1997) said that " to understand a human being is to have probability evidence about his relationships with others (perceived, actual, or

symbolic), about the durable interpersonal techniques by which he wards off anxiety , and about the reciprocal responses these techniques pull from others.

### Ways of Viewing Interpersonal Relationships

Psychologists use several different models or perspectives in their efforts to better understand relationships between people. However, in this research the social exchange model and the social role model are focused.

#### Social Exchange Model

According to the social exchange model, interpersonal relationships are formed for the purpose of meeting people's needs. In another word, the social exchange model view that interpersonal relationships are governed by the rewards and costs to each of the persons involved.

Any positively valued consequence which a person gains from a relationship is a *reward*. Rewards may include money and material possessions, but even more important in most personal relationships are social rewards such as affection, approval, support, respect, and acceptance

A *cost* is any negatively valued consequence incurred by a person in a relationship. Cost may take a variety of forms, including time, effort, conflict, anxiety, self devaluation, or any other condition that deplete the individual's adaptive resources or have aversive consequences. Of course, what is highly rewarding for one person may have little or no reward value for another, and what one person considers a high cost may be viewed differently by another.

#### Social Role Model

Social role model is viewed as the relationships between people who are governed by certain agreed - upon roles. People are expected to act in certain ways

depending on the social role they have adopted, and violations of these expectations and demands are likely to lead to conflict, stress, and possibly the termination of the relationship.

### **Interpersonal Accommodation**

Interpersonal accommodation is the process of adjusting to problems that arise in interpersonal relationships. Two primary processes are involved in accommodating to adjustive demands that arise from within the relationship : 1) structuring the relationship and 2) resolving disagreements and conflicts.

#### **1) Structuring the relationship with Roles and Responsibilities**

For a relationship to be successful, it is important that each individual know what is expected and in turn clarify what he or she expects of the other person. Moreover, in society, people establish standards of satisfaction in interpersonal relationships. For example, standards are established with respect to honesty, dependability, faithfulness, and other aspects of the relationship. As in the social exchange model, these standards are used to evaluate the relationship in terms of its reward-cost value.

2) Resolving disagreements and conflicts. This process may take a variety of forms. It may involve one-sided compromise and concession or an exchange of some kind. Through barter, compromise, and concession, there may be a continual structuring and restructuring of the relationship as the partners attempt to deal with problems and resolve disagreements.

### **Review of Related Research**

#### **International Researches**

Schachter (1959) found that the need for affiliation has been strong in many people, particularly in stressful situations. In one classic experiment subjects who

knew that they were going to receive electric shocks in an experiment were much more likely to wait in the company of others than were subjects who were not facing the stress of potential electric shocks. And apparently the presence of others helped allay the anxiety associated with the stress.

Strumpfer (1970) found that people who had experienced severe effects of a thunderstorm, such as property damage, were much more likely to seek the company of others than were those who had experienced no such harmful effects of the storm.

Helson and Moane (1987) reported follow-ups of women who were first studied as college seniors, age 27 and again at age 43. One of the measures used was the California Psychological Inventory which uses folk concepts as a source of traits. It was found that the women did experience some changes over the years, for example, becoming somewhat more dominant and independent from age 27 to age 43. There was also evidence that those who had the most change were those who had begun families during this period or who had sustained career development. Helson and Moane point out that this finding is precisely as one would expect, since both activities produce changing role demands, causing some shifts in how the women see themselves.

#### Local Researches

Suchitra Luengrangsarn (2516 : 169-173) has also performed a comparative study on personality between teachers and businessmen. The sample size comprised of 55 teachers in the Teacher Training Department and 55 businessmen. The 16 PF Personality Test was used. The study results were follows :

- 1) Male teachers were more independent and have stronger minds than female teachers.

- 2) Male businessmen have stronger minds, tricks and were more relaxed than

businesswomen.

3) Businesswomen were more socialized , more tricky, and have more temperamental stability than female teachers who were discreet, sensitive, and shy.

4) Businessmen were socialized, have temperamental stability, stronger mind, and tricks. They can control themselves, were more relaxed, and were more dependent than teachers. But teachers are more prudent and careful than businessmen.

Obual Hokuwan (2516 : 178-179) compared the personality between teachers and doctors. The sample size comprised of 56 teachers from 3 educational colleges in Bangkok and 66 doctors from 6 hospitals in Bangkok. The 16 PF Personality Test was used. The study showed that male doctors were realistic and tricky. Male teachers were more self- centered than male doctors who were rather humble. Male doctors have more stable emotion and were more confident in socializing than female doctors who were rather shy. Female doctors were more tricky than female teachers. Male teachers were more self-centered than female teachers who were rather humble. And female teachers were more sensitive than male teachers.

From the above references, it could be seen that studying the personalities in various occupations was of tremendous interest to many researchers as personality traits had a mark influence on some occupations. It was interesting to find out what the personalities of sales staff in a retailing business, Marks & Spencer Thailand would be. The information from this study would hopefully guide the Management in designing an appropriate training and development plan and also help in the recruitment process .



## CHAPTER III

### METHODOLOGY

This chapter contains a description of the methodology in studying the personality traits and interpersonal values of Marks & Spencer sales staff. Information will be presented as follows :

1. Population
2. The Instruments of the Study
3. Procedure of the Study
4. Data Analysis Methods

#### **Population**

The subjects of this study are 170 sales staff of Marks&Spencer Thailand.

#### **Sales Staff of Marks & Spencer Thailand**

Over the last decade, Marks & Spencer has grown strongly in Asia. The rate of change and growth in this area is phenomenal. It is believed that at Marks & Spencer, this is one of the most exciting and rewarding places to start one's career.

Some facts and figures on Asian growth are :

- In less than 10 years, Marks & Spencer has developed a 144million pounds business operating 43 stores in seven countries. Part of the company's target is to treble sales floor area in the Asia Pacific region to more than one million square feet by the year 2000.

- Marks & Spencer currently operates 34 franchise stores in Thailand, Singapore, Philippines, Indonesia, Malaysia and South Korea.

- Marks & Spencer and franchises employ 1,600 people in the region

and expect to have 4,000 employees by the turn of the century.

- In Thailand, there are currently 7 stores and 18 outlets throughout Bangkok, occupying 5,906 square metres. The seven stores located at Central Chidlom, Central Ladproa, Central Bangna, Central Pinkloa, Central Rama III and Zen Silom Complex , Zen World Trade Center.

The business is run with these following principles :

- To sell merchandises of the highest quality and outstanding value.
- To offer the highest standard of customer care in attractive shopping environment.
- To improve quality standards continually throughout the operations by investment in modern technology.
- To nurture good human relations with customers, staff and the community.

With all of these prospects and principles, the company has to rely on staff co-operation in performing their best jobs. The core departments in the company consists of Commercial Department, Personnel Department, Merchandising Department, Marketing Department, Information Technology and Finance Department. Among these, the staff who play the most important roles in operating the stores, making direct contact with customers and presenting Marks & Spencer images are those in the Commercial Department which comprises 1 Commercial Director, 2 Regional Store Managers(RSM), 7 Store Managers(SM), 14 Assistant Store Managers(ASM), 26 Zone leaders and 192 Sales Staff(SS). Each store consists of 1 SM, 2 ASMs which are considered at store management level and store staff which are staff level. The commercial organization chart is included in appendix.

### Key Tasks of Sales Staff

Their job purposes is focused on providing a high standard of service to the customers – taking appropriate action to deal with merchandise, trying to maximize sales and minimize losses through the maintenance of high standard displays and compiling administration documents accurately high standard. (Marks & Spencer's Sales Staff Job Description, 1995 )

### Desired Qualifications of Sales Staff

Other than performing well on the above key tasks, the sales staff are also required to have the following personal qualities: positive attitude and good co-operation ability to work effectively under pressure, ability to learn, initiative and ability to work unsupervised, good common sense and judgement, good punctuality and attendance, ability to work as a team, good personal appearance. (Marks & Spencer's Staff Performance Development, 1997)

### **The Instruments for the Study**

The instruments being employed in this research consists of :

#### 1. Personality Inventory Test

The questionnaire was developed by Prof. Phd.ChaiyapornVichavudth, Psychological Faculty of Chulalongkorn University under the copyright of Personality Test System (PTS) Company Limited. It is a standardized test which is specifically designed to discover employees' personalities so that an organization could better understand their own human resources and then could recruit people with the appropriate personalities to the required positions.

This questionnaire was accepted to test the employees' personalities of many famous companies such as Macro, Big C Supercenter, Robinson Department

Store, Tops Supermarket including Marks & Spencer. The test is one of many PTS tests that are developed in order to response to the requirement of retail business in recruiting the applicants who have suitable personality to the business. Thus, with this specification, the researcher chose the PTS Personality Inventory Test which is a test purchased by Central Retail Corporations, to measure 18 personality traits of the sales staff. The evaluation of the test has reflected the factor-analytic approach in identifying the basic structure of human personality. The questionnaire contains 267 items that comprise 18 personality source traits. And as stated above that the test is designed to suit the requirement in the recruiting process of the local retail business, so it is designed to be easily understandable in Thai language.

The personality trait scales are bipolar in nature, that is, both high and low scores have meaning. For example, high scores on "Dominance" tends to show high self confidence and like to influence others; whereas, low scores tends to show that they tend to follow others and does not dare to confront others. Total personality traits in this test consist of :-

1. Dominance is about self-confidence and tendency to influence or control others.
- 2 Orderliness / Neatness means tidy, careful and systematic person in doing things.
- 3 Extraversion means the characteristic of outgoing person who enjoys being in social situations.
- 4 Need to achieve means persons who are ambitious and want to succeed with their own efforts.
- 5 Responsibility means the characteristics of sensible, self-disciplined, and punctual to deadlines.
- 6 Reflective Thinking means systemetic thinking and fast to grasp

and understand issues, including able to analyze, conclude reasons correctly and reasonably.

7 Care for others means sympathetic and willing to listen and understand other people's problems.

8 Activeness means fast and always alert workers.

9 Authenticity means honest people who also trust others.

10 Endurance means people who can control their feelings well and able to stand annoyance and boredom.

11 Need to Affiliation means the characteristics of people who need psychological supports, cannot be alone without love and friends.

12 Self Control means people who can control their own desire, anger and temptation well.

13 Assertiveness means they dare to express feelings, desires and insist in one's own opinions.

14 Service-Mindedness means they enjoy serving others and making others happy.

15 Need for Recognition means need to be praised and get recognized for their capability.

16 Masculinity means the characteristic of strong will, firm, manly, not emotional.

17 Hostility means people who are hostile, revengeful and prefer severe punishment.

18 Negative Attitude means people who do not trust others, are always suspicious of others and look at others negatively.

The Test Format The test concerns the attitudes and interests of the examinees. There are no "right" or "wrong" answers because everyone has the right to his own views. Test questions have a three-choice response format.

The examinees are informed to keep 4 points in mind :

- 1) Answer as honestly as possible what is true for them.
- 2) They are asked not to spend too much time on the questionnaires. They should finish in 40 minutes.
- 3) Try not to use the middle "no.2" which means sometimes or not sure answers except when the answer at either end is really impossible for them.
- 4) Try to answer every question. They are expected to give their best guess. Some might seem personal however they will be kept confidential.

Scale : The test uses "Saliency Score" Scales that range from 1-9 as interpreted by

Score of 1-3 has been considered as low-range.

Score of 4-6 has been considered as average range.

Score of 7-9 has been considered as high range.

Validity and Reliability The questionnaire was developed in order to test the staff personalities of private companies with the purpose of understanding and being, moreover, beneficial to the recruitment process. It was tested for the validity and reliability with the employees of Fujitsu Company, WAS Co., Ltd. and Fancy which are in the business of food product, computer and entertainment respectively. The total samples were 2,600 consisting of 1,100 male staff and 1,500 female staff. After testing for the correlation coefficient, this questionnaire was found reliable with a mean of .88 for the whole test and ranging from .85-.92 for each trait. Therefore, the questionnaire is considered reliable for this study.



## 2. Survey of Interpersonal Values

This instrument is self-administering developed by Leonard V. Gordon. It is designed to measure certain critical values involving the individual's relationships to other people or their relationships to him/her. These values are important in the individual's personal, social, mental and occupational adjustment. The six values measured are :

Support (S) is being treated with understanding, receiving encouragement from other people, being treated with kindness and consideration.

Conformity (C) is doing what is socially correct, following regulations closely, doing what is accepted and proper, being a conformist.

Recognition (R) is being looked up to and admired, being considered important, attracting favourable notice, achieving recognition.

Independence (I) is having the right to do whatever one wanted to do, being free to make one's own decisions, being able to do things in one's own way.

Benevolence (B) is doing things for other people, sharing with others, helping the unfortunate, being generous.

Leadership (L) is being in charge of other people, having authority over others, being in a position of leadership or power.

The Survey of Interpersonal Values (SIV) is believed to be an efficient instrument. It has adequate reliability for individual use. Its scales were developed through the use of factor analysis. Every item was keyed on its appropriate scale, no item was keyed on more than one scale. Throughout its development, high school, college, industrial and other adult samples were used. The item has found to be

meaningful for each of these groups, the scales have been found to have discriminating power within each of these groups.

Forced-choice format is employed in the SIV. The instrument consists of thirty sets of three-statements, or triads. For each triad the respondent indicates one statement as representing what is most important to him and one statement as representing what is least important to him. Within each triad, three different value dimensions are represented. The three statements with each triad set are equated for social desirability as far as possible. In this way, the likelihood of the individual's responding to the favourableness of the statement rather than to its degree of importance to him is reduced. The forced-choice method has been found to be only moderately susceptible to faking in the measurement of personality traits.

For this usefulness, the Survey of Interpersonal Values has been chosen to be the most appropriate in understanding the interpersonal values, and explore the basic motivational patterns of the sales staff in this study.

#### Administration

The Survey of Interpersonal Values is self-administering. All directions required are given in full on the title page of the booklet. In group administration the respondents should read the directions on the title page of the booklet silently while the examiner reads them aloud. During the initial part of the administration, it is advisable for the examiner to make sure that each respondent is marking one 'most' choice and one 'least' choice in each triad. There is no time limit. Everyone should be permitted to finish. It has been found that almost all individuals complete the SIV within 15 minutes.

#### Reliability

Test-retest reliability coefficients for the SIV scales were determined from scores obtained by administering the SIV twice to a group of 79 college students, within a ten-day interval between administrations. Reliabilities were estimated by the Kuder-Richardson formula on data based on a sample of 186 college students. The

two sets of reliabilities are presented in Table 2. These reliabilities are sufficiently high to permit interpretation of SIV scores for individual use.

Table 1  
Reliabilities of Scales of the SIV

Scale	S	C	R	I	B	L
Test-Retest	.83	.86	.78	.89	.83	.88
Kuder-Richardson	.76	.82	.71	.86	.86	.83
Number of items	15	15	13	16	15	16
Range	30	30	26	32	30	32

(Remarks : S= Support, C= Conformity, R= Recognition, I= Independence, B= Benevolence, L= Leadership)

Validity

The Survey of Interpersonal Values was developed through the use of factor analysis. Insofar as the factors found confirm, to a very large extent, those found in other factor analyses, the SIV scales might be considered to represent reliable, discrete categories and, in this sense, could be said to have factorial validity. This claim was strengthened by the fact that, subsequent to the factor analysis, the scales maintained their internal consistency through repeated item analyses for samples of various composition.

Another approach in assessing the validity of personality instrument is to determine the reasonableness of relationships between it and other measures. If these relationships conform to expectation, are logical and consistent , or conform to findings of other studies, add confidence in the practical utility of that instrument accrues. It is believed that the relationships between SIV scales and measures of intelligence, traits and other values are of such a nature.

The SIV is initially printed in English and it has been translated into Thai by the researcher herself. And it is rechecked by three professional lecturers, considered experts.

The pilot study of SIV (Thai Version) is conducted on 30 sales staff of Central Department Store (Chidlom Branch) to test reliability by using test-retest reliability.

For the two-weeks interval, the test-retest coefficients for the global factors are high, ranging from .82 to .91, with a mean of .87. Therefore, the reliability coefficient of the pilot study proves that the instrument is as reliable as the original instrument adopted for this particular study.

### **Procedure of the Study**

1. The data is collected through two psychological instruments, the Personality Inventory Test and the Survey of Interpersonal Value.

The second instrument, the survey of interpersonal value is translated from English into Thai by the researcher with the help of three professional lectures, considered experts. A pilot study was launched to 30 sales staff of Chidlom Central Department Store during November 1-30, 1998 to test the reliability of the instrument. Questionnaires were sent to a group of 30 female sales staff for the two-week interval. The researcher collected all questionnaires back to test the reliability. The test-retest coefficients for the global factors are high so the pilot study proves that the instrument is reliable for this particular study.

2. Thereafter, permission was granted by the Human Resources Manager and the Commercial Director of Marks & Spencer Thailand to conduct a study among the sales staff and to distribute the complete set of questionnaires to 170 staff. The researcher was advised to inform each Store Managers prior to the distribution and collection of the questionnaires of the purpose of the study and obtain permission from them.

3. 170 sets of questionnaires for the sales staff were arranged for administration from February 1 - March 15, 1999.

4. The sales staff were briefed by the researcher herself about the questionnaires, the purpose of the research, and the benefits of the research to the development of the company's human resources. They were asked to cooperate.

5. The researcher was helped by Store Managers and Assistant Store Managers in the stores in the distribution of questionnaires for some staff who left on the day that the researcher went to the store for conducting these tests.

6. Some Store Managers allowed their staff to answer the questionnaires during work hours. Others allowed to fill up the questionnaires at home and bring them back to the Assistant Store Managers the next day.

7. After all questionnaires were collected( the return response is 100%). The researcher scored the responses of the participants and interpret these according to the prescribed norms. The collected data was statistically analyzed.

### **Data Analysis Methods**

The following formula was used in analyzing the data :

1. Mean and Standard Deviation to explore the personality traits and interpersonal values.
2. Pearson Product Moment Coefficient was used to test the relationship between the personality traits and the interpersonal values of the sales staff.

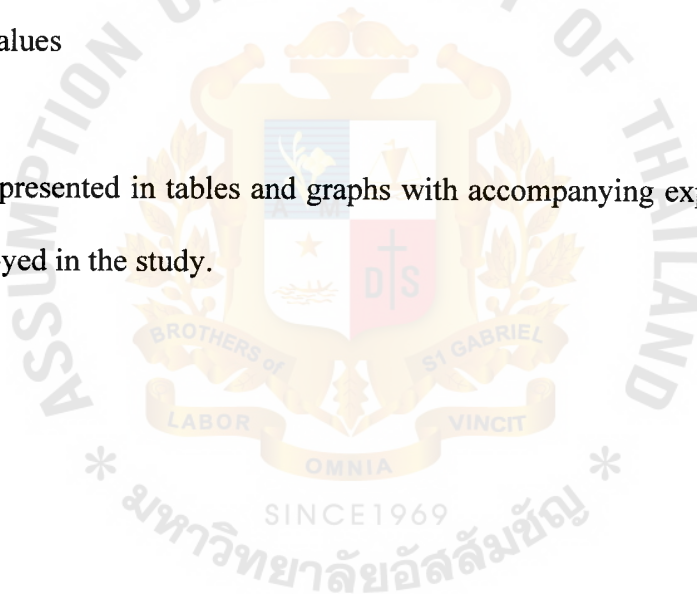
## CHAPTER IV

### PRESENTATION OF THE FINDINGS

This chapter reports the results obtained through the question survey conducted among Marks & Spencer sales staff, and discussion about the results. The findings of the study are presented in six sections as follows:

1. Demographic characteristics of Marks & Spencer sales staff
2. The personality traits of Marks & Spencer sales staff
3. The interpersonal values of Marks & Spencer sales staff
4. The Pearson Product Moment Coefficient of 18 personality traits and 6 interpersonal values

All the results are presented in tables and graphs with accompanying explanations of the statistics employed in the study.





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Section 1

The background data underlined as sex, age, education, work experiences are presented in Table 2

Table 2 The Demographic Data of the Sales Staff

Background	Sales Staff (n=170 staff)	Percent
1. Sex		
1.1 Male	22	13.0%
1.2 Female	148	87.7%
2. Age		
2.1 20-25 years	111	65.3%
2.2 25-30 years	59	34.7%
3. Education		
3.1 M.3 (Grade 9 )-M.5(Grade 11)	112	65.9%
3.2 M.6 (Grade 12) and above	58	34.1%
4. Work Experience		
4.1 < 2 years-3 years	0	0.0%
4.2 >3 years & over	170	100.0%
5. Salary		
5.1 5,000 - 6,000	0	0.0%
5.2 6,001 – 8,000	126	74.1%
5.3 8,001 – 10,000	44	25.9%

Table 2 shows that most of the staff are female at 87.1 %. Range of most sales staff's age (65.3 %) are at 20-25 years and the education of most of them (65.9 %) are at Grade nine or Mattayom Suksa Three.

## Section 2

The results of the personality traits of Marks & Spencer sales staff categorized into 18 aspects are presented in Table 3.

**Table 3    The Personality Traits of Marks & Spencer Sales Staff**

Personality Traits	No. of Staff = 170		Meaning
	Mean	SD	
Dominance	4.60	1.98	average
Orderliness	6.15	1.74	average
Extroversion	4.30	2.00	average
Need to achieve	4.78	1.95	average
Responsibility	5.85	1.84	average
Reflective Thinking	3.70	2.02	low
Care for others	4.89	1.85	average
Activeness	4.29	2.17	average
Authenticity	5.27	2.28	average
Endurance	5.00	2.22	average
Need to affiliation	4.87	2.22	average
Self control	5.05	2.22	average
Assertiveness	4.61	2.27	average
Service mind	5.53	2.12	average
Need for recognition	4.00	2.35	average
Masculinity	3.29	2.45	low
Hostility	4.59	2.93	average
Negative Attitude	4.99	2.43	average

**Figure 1    The Profile of Personality traits of Marks & Spencer Sales Staff**

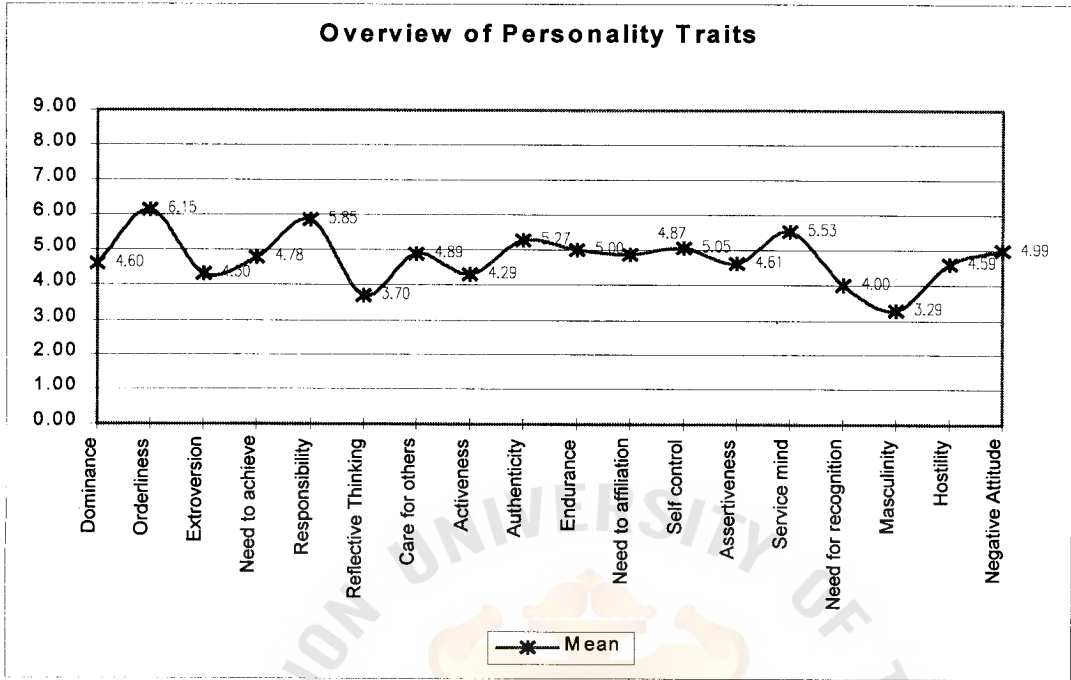


Table 3 and Figure I show that among 18 personality traits, there was no trait that had high range score (between 7-9). The highest mean score of Marks & Spencer sales staff personality trait was in Orderliness with the score of 6.15. Then, the second highest mean score was in Responsibility which was 5.85. Service-mindedness with the mean score of 5.53 comes as the third highest score. These three first highest mean score of Marks & Spencer sales staff on personality traits are considered only as average range (score between 4-6). Most of the mean scores falls on the average range as follows: Authenticity (x = 5.27), Self-control (x = 5.05), Endurance (x = 5.00), Negative attitude (x = 4.99), Care for others (x = 4.89), Need to affiliation (x = 4.87), Need to achieve (x = 4.78), Assertiveness (x = 4.61), Dominance (x = 4.60), Hostility (x = 4.59), Extroversion (x = 4.30), Activeness (x = 4.29), Need for recognition (x = 4.00).

### **Discussion of Table 3 and Figure 1**

The personality traits that can be considered as low range (score between 1-3 ) are Reflective thinking ( $x = 3.70$ ) and Masculinity ( $x = 3.29$ ). This is because most of Marks & Spencer sales staff are female so they may not have the manly characteristics like strong will, firmness and rationality more than emotionality. However, low scores on this Masculinity Trait is not considered as a problem since the characteristics of femininity such as delicate, gentle and nice are still needed in the stereo type of sales staff. Moreover, the low mean scores on Reflective thinking can be due to the limitation in their educational background. This is because normally, education effectively broadens people's visions, enhances ways of thinking to be more reasonable and systematic. (Chatchai, 1999). Most of them graduate at Grade Nine or Matayom Three only. In addition, it could be that they do not have much opportunity to learn and practise how to think systematically since most of their jobs concerns doing what people request. This was the same result found at Robinson's (1999) and Tops' (1999) sales staff who got low mean scores on this trait.

Actually the personality traits that are considered important for the sales staff are Service mindedness, Orderliness, Responsibility, Extraversion, Activeness, Self-control and Reflective thinking.

For the first three personality traits-Service mindedness, Orderliness, Responsibility – these are necessary in their jobs because service mindedness will impress and attract customers to make purchases including getting customers back in the store. But for Orderliness and Responsibility are essential in terms of documentary handling and stock control. In other words, Orderliness and Responsibility help the store to operate systematically.

Extraversion, Activeness, Self control and Reflective thinking would be beneficial in enhancing service which sales staff will provide to the customers. Extraversion means the sales staff will be more friendly, like to have good relationship with others and more enthusiastic in approaching customers. Activeness means the sales staff will work with enthusiastic gesture and look energetic in giving services. Self control means the sales staff will not bring their unhappy emotions to their jobs and will not offend customers or even their colleagues with such emotions. Reflective thinking which is a kind of expectation for them to have since it will enhance their work performance and the quality of work. In this study this trait was low.

From the study it was found that the sales staff get average ranges of score on most personality traits. Among these traits, Orderliness, Responsibility and Service mindedness are the highest mean scores; though they are just on the average range. These are a point on which the Human Resources team can focus on to support the sales staff to be more aware and to increase the level of their capabilities on the above mentioned traits.

Section 3

The results of the interpersonal values of Marks & Spencer sales staff categorized into six aspects, as presented in Table 4.

Table 4 The Interpersonal Values of Marks & Spencer Sales Staff

Interpersonal Values	No. of Staff = 170	
	Mean	SD
Independence	15.85	4.98
Support	15.62	4.17
Benevolence	14.97	4.03
Conformity	19.62	3.83
Recognition	10.80	3.1
Leadership	15.58	4.91

Figure 2 The Profile of Interpersonal Values of M&S Sales Staff

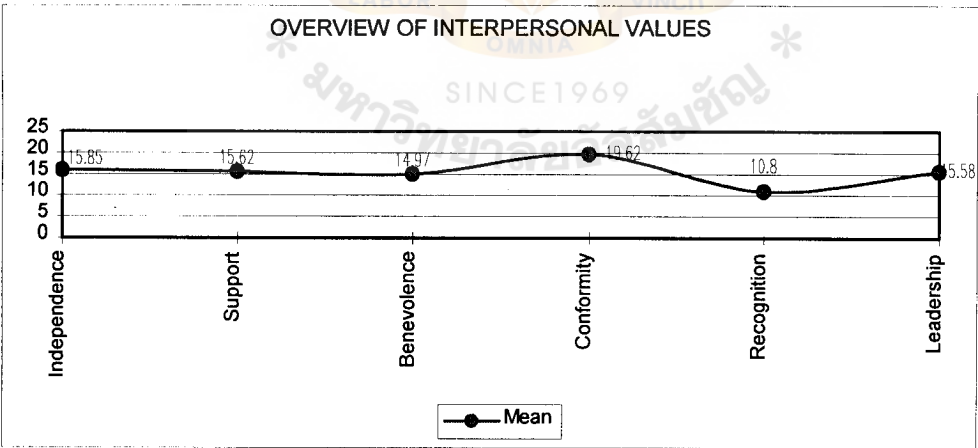


Table 4 and Figure 2 show that the value that the staff give most importance to is Conformity with the mean score of 19.62 then followed by independence (x =



15.85), Support ( $x = 15.62$ ), Leadership ( $x = 15.58$ ), Benevolence ( $x = 14.97$ ) and the least importance that staff gave importance to is Recognition ( $x = 10.83$ ).

### **Discussion of Table 4 and Figure 2**

It is quite interesting to find that Recognition got the least importance in the staff's values. This could relate to the belief that the sales staff is an occupation that most people hardly recognize since it requires little academic knowledge, has to take care others all the time and earns little money. The sales staff themselves usually feel inferior to others. Their educational background are just Grade 9 (Mattayom Suksa Three) or Grade 12 (Mattayom Suksa Six) only. Their salary is not quite high. They have to work more hours than office staff workers. Their jobs ask that they should be humble to others at all times. The sales staff think this way about themselves. Therefore, it is possible that the staff themselves do not feel interested in this value. From the sales staff's point of view, it shows that the company should do something to encourage sales staff to have more positive attitude towards themselves and towards their job. Their duties to the company should be recognized since they are the front line who face customers and they are the group of staff who has an important role for the company to make a profit. With appropriate values and personalities like helpful, friendly, humble, polite and kind, all of these characteristics will impress the customers and attract them to keep coming back to the stores. These are important roles to support the success and prosperity of the company.

The value that sales staff give most importance to is Conformity. This is due to one of their main job purposes which is to maximise sales and minimize losses. In minimizing losses, they have to be careful in performing their jobs by following rules and regulations. And to accommodate the store team to run smoothly and

systematically they have to follow the store's rules and store's procedures. Thus, Conformity is the value that sales staff always keep in their mind.

Another important value especially common in this is Benevolence but the sales staff has not given much importance to. This may be because they have to struggle with the costs of living in the capital, thus, they are so stressed that they sometimes forget this value. Actually, if they value it, this will automatically and spontaneously enhance the quality of service they give to customers.



The results of the correlation between the personality traits in accordance to the 18 aspects and the interpersonal values according to 6 aspects of the Marks & Spencer sales staff are presented in Table 5.

### **Research Hypothesis:**

There is a significant relationship between personality traits and interpersonal values.

**Table 5 The Relationship of Personality Traits and Interpersonal Values.**

Personality Traits	Interpersonal Values					
	Independence	Support	Benevolence	Conformity	Recognition	Leadership
Dominance	-0.06	-0.13	0.10	0.01	-0.19*	0.2*
Orderliness	-0.14	-0.06	-0.11	0.24	-0.07	0.11
Extroversion	-0.12	-0.08	0.21	-0.04	-0.04	0.08
Need to achieve	-0.22*	-0.08	0.04	0.15	-0.09	0.21*
Responsibility	-0.15	-0.02	-0.06	0.27	-0.13	0.10
Reflective Thinking	-0.27	-0.10	0.08	0.2*	-0.10	0.21
Care for others	-0.10	0.19*	-0.04	0.00	-0.12	0.03
Activeness	-0.13	-0.21*	0.16	-0.00	-0.03	0.21*
Authenticity	-0.05	-0.04	-0.11	0.17*	0.13	0.03
Endurance	-0.27	0.02	0.01	0.19*	0.24	-0.04
Need to affiliation	0.04	0.2*	-0.04	-0.06	0.04	-0.16
Self control	-0.25	-0.11	-0.05	0.21*	0.09	0.17*
Assertiveness	0.02	0.04	-0.04	-0.01	-0.10	0.06
Service mind	-0.28	0.14	0.28	-0.00	-0.06	-0.02
Need for recognition	0.11	0.10	-0.07	-0.04	0.06	-0.16*
Masculinity	0.05	-0.15	-0.01	0.04	-0.06	0.09
Hostility	0.24	0.01	0.02	-0.24	0.07	-0.14
Negative Attitude	0.01	0.03	0.09	0.07	-0.11	-0.10

\* < .05

The statistical relationship has allowed us to conclude that some personality traits and interpersonal values relate statistically. Therefore, the research study accepts the hypotheses in these subscales.

Positive Relationships in Support and Care for others (  $p < .05$  ), Support and Need for Affiliation (  $p < .05$  ), Conformity and Reflective Thinking (  $p < .05$  ), Conformity and Authenticity (  $p < .05$  ), Conformity and Endurance (  $p < .05$  ), Conformity and Self-control (  $p < .05$  ), Leadership and Dominance (  $p < .05$  ), Leadership and Need to Achieve (  $p < .05$  ), and Self-control (  $p < .05$  ).

Negative Relationships in Independence and Need to Achieve (  $p < .05$  ), Support and Activeness (  $p < .05$  ), Recognition and Dominance (  $p < .05$  ), Leadership and Need for recognition (  $p < .05$  ).

### **Discussion of Table 5**

It is interesting to find out that there are a lot of significant positive and negative relationships in the personality traits and interpersonal values. According to the study of Windmiller, Lambert, and Turiel (1980), demonstrated that personal values had an impact on the alternatives and choice criteria in the decision process. Differences in values often account for the use of different performance measures. Differences in values might also generate different alternatives. A viable alternative to one person might be unacceptable to another because of differences in values.

And values are cognitive units that are used in the assessment of behaviour. Moreover, Gordon (1995) stated that in personality assessment an individual may be described in terms of his/ her basic motivational patterns or the values that he/ she held. Thus from the findings whatever the positive relationship which occur between interpersonal values and personality traits denote that sales staff with a high score in

whatever values would be followed by high score in some personality traits such as Support and Care for others, Support and Need for Affiliation, Conformity and Reflective Thinking, Conformity and Authenticity, Conformity and Endurance, Conformity and Self-Control, Leadership and Dominance, Leadership and Need to Achieve, Leadership and Self-Control. From these characteristics of positive relationship, it could be assumed that these above interpersonal values could enhance some personality traits.

On the contrary, the negative relationships which occur between interpersonal values and personality traits indicate that sales staff with high scores in whatever values will be followed by low scores on some personalities such as Independence and Need to achieve, Support and Activeness , Recognition and Dominance, Leadership and Need for recognition.



## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATION**

#### **Summary of the Research**

This study is conducted to find out the personality traits and interpersonal values of Marks & Spencer Thailand sales staff. This chapter is divided into the following :

1. The purpose of the study.
2. The research design
3. The subjects
4. The instruments used
5. Summary of the findings
6. Conclusion
7. Recommendations

#### **The Purpose of the Study**

The purpose of this study is to study the personality traits and interpersonal values of the Marks & Spencer sales staff in relation to the work performance. Another purpose is to investigate the relationship between the personality traits and interpersonal values of this population whether these personality aspects have significant correlation with the staff's interpersonal values.

#### **Research Design**

This research is a descriptive study of the personalities and interpersonal values with two instruments to gather the data needed for analysis and interpretation.

#### **Subjects**

170 sales staff of Marks & Spencer participated in this research.



### **Instruments**

The instruments utilized in this research consisted of the Personality Inventory Test of Dr. Chaiyaporn Vichavudth and the Survey of Interpersonal Values (SIV). The personal data questionnaire to gather demographic information of the sales staff was designed as the cover page of the two tests.

1. The Personality Inventory Test was designed by Dr. Chaiyaporn Vichavudth (1998) to identify the primary components of personality traits by describing different behaviours. This personality test contains 267 items comprising the 18 personality traits.

2. The Survey of Interpersonal Values (SIV) is a self-administering test which was developed by Leonard V. Gordon (1995) to measure the sales staff 's interpersonal values.

### **Summary of the Findings**

1. The highest mean scores of Marks&Spencer sales staff fall on the personality trait of Orderliness, then followed by Responsibility. Service-mindedness, Authenticity, Self-control, Endurance, Negative attitude, Care for Others, Need for Affiliation, Need to Achieve, Assertiveness, Dominance, Hostility, Extroversion, Activeness, Need for Recognition, Reflective Thinking and Masculinity. All scores are average.

2. The interpersonal value that sales staff consider the most important is Conformity, then followed by Independence, Support, Leadership, Benevolence and Recognition.

3. The relationship between personality traits and interpersonal values is found from the correlational analysis in both positive and negative relationship of the following variables :

Positive relationships :

- a. Support and Care for Others ( $p < .05$ )
- b. Support and Need for Affiliation ( $p < .05$ )

- c. Conformity and Reflective Thinking ( $p < .05$ )
- d. Conformity and Authenticity ( $p < .05$ )
- e. Conformity and Endurance ( $p < .05$ )
- f. Conformity and Self-control ( $p < .05$ )
- g. Leadership and Dominance ( $p < .05$ )
- h. Leadership and Need to Achieve ( $p < .05$ )
- i. Leadership and Self-control ( $p < .05$ )

#### Negative relationships

- a. Independence and Need to Achieve ( $p < .05$ )
- b. Support and Activeness ( $p < .05$ )
- c. Recognition and Dominance ( $p < .05$ )
- d. Leadership and Need for recognition ( $p < .05$ )

### **Conclusion**

The following conclusions flow from the findings of the study :

1. There is no personality traits of Marks & Spencer sales staff that reached the high range scores (score between 7-9) but there were personality traits that were considered in the low range of scores (score between 1-3) which are Reflective Thinking and Masculinity
2. Marks & Spencer sales staff value Conformity as the most important, whereas, Recognition as the least important of interpersonal values.
3. The relationship between personality traits and interpersonal values was found from the correlational analysis in both positive and negative relationships.

### **Recommendations**

After having completed this study, the researcher considers it appropriate to make the following recommendations.

1. According to the profile of sales staff's personality traits, it shows that Reflective Thinking is one of staff weakness that should be supported by the company by providing the knowledges that are applicable to their jobs like product knowledge, commercial knowledge including skill training like problem-solving and decision making since these will further enhance their quality of work

2. From the profile of personality traits, it shows that Service-mindedness is another important point that the company should encourage. They need to be motivated to have more awareness This could be done by providing incentives or organizing some activities to compete among each other and finally get awarded in performing good services.

#### Recommendations for Future Research

1. Different personalities may cause different work performance thus, it is interesting to find out how personalities affect the work performance of people in other areas.

2. Further research is suggested to compare the profile of personality traits and interpersonal values between two famous department stores' sales staff so that the sales staff's personalities could be better understood.

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## APPENDIX A



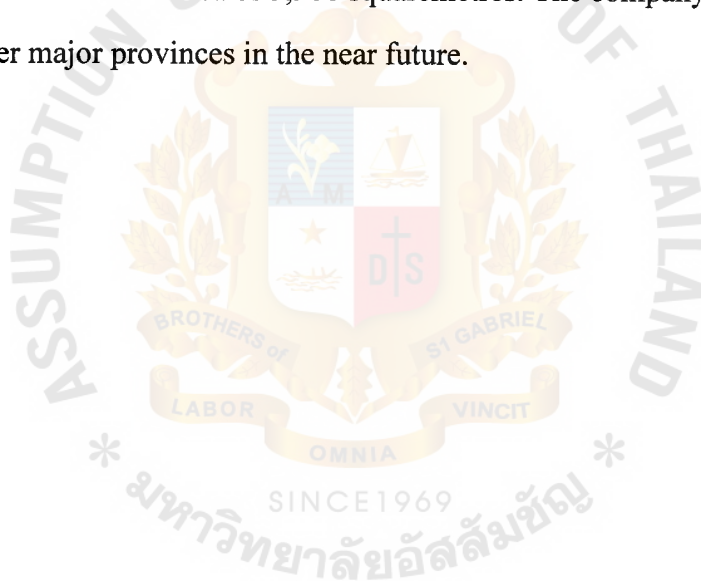


## CORPORATE PROFILE

### ***HISTORY***

Marks & Spencer is the U.K. leading retailer selling the exclusive St.Michael brand merchandise. The company was founded in 1894 by Michael Marks and Tom Spencer in U.K. Marks & Spencer has 34 stores in six Asian countries.

Marks & Spencer was imported to Thailand by Suvimol Co.,Ltd. in 1993. The first store was opened as a shop in shop at Central Department Store, Chidlom with the area of 1,500 squarefeet. As of today, Marks & Spencer has 7 stores and 18 outlets in Bangkok, Thailand with the area of 5,906 squaremetres. The company also plan to expand to the other major provinces in the near future.



## ***MARKS & SPENCER IN U.K.***

<u>Year</u>	<u>Event</u>
1882	Michael Marks, a Polish refugee, arrived in the North-East of England.
1884	He borrowed 5 pounds from a wholesaler, Isaac Dewhirst, founder of the company's oldest supplier, to set up an open stall in Leeds. He tacked up a notice, "Don't ask the price, It's a penny." to all his goods on display. This enabled customers to inspect them at leisure & get very good value of money.
1894	Michael formed a partnership with Tom Spencer, and so the name "Marks and Spencer" came about.
1903	The partnership is registered as a private limited company.
1924	The company adopted the then revolutionary policy of buying direct from manufacturers. This leads to closer relationships with suppliers, many of which continue to the present day.
1926	M&S became a public company with 125 stores.
1928	The St.Michael trademark was registered and soon became recognised nationwide as a symbol of quality and value.
1930	Marks & Spencer had over 200 branches selling clothing, food & goods for the home.
1932	A welfare department was established to provide for the need of employees. M&S was known as a company with a caring attitude towards staff, suppliers and customers.
1933	Laboratories were established to monitor quality.
1953	The first edition of the staff newspaper, St.Michael News.
1956	A "good housekeeping' campaign to simplify administration & reduce paperwork results in substantial savings. It set the pattern for the future.
1975	Stores were opened in France & Belgium.

## St. Gabriel's Library

- 1988 Marks & Spencer acquired Brooks Brothers, American's largest established clothing company and King's Supermarkets, a food chain. Two stores opened in Hong Kong. The first St. Michael franchise shop in Eastern Europe opened in Hungary.
- 1990-1991 Overseas expansion continued with more new stores in Toulouse & Nantes (France), Liege (Belgium), Madrid & Seville (Spain), Amsterdam and Hague (Holland).
- 1995 The Group now has over 630 stores worldwide.



## ***MARKS & SPENCER IN THAILAND***

Jul.1993	Opened a 1,500 sq.ft. store on the second floor of Central Chidlom.
Nov.1994	Expanded the Central Chidlom store to 10,500 sq.ft.
Mar.1994	Opened a 4,500 sq.ft.store on the first floor of Central Plaza Ladprao.
Mar.1994	Imported the Menswear Department.
Mar.1995	Opened a 12,000 sq.ft.store on the first and second floor of Central Plaza Pinklao.
Oct.1995	Opened a 13,000 sq.ft.store at Central Bangna.
Sep.1995	Opened a 6,000 sq.ft.store at the Galleria Plaza Silom.
Jun.1996	Opened a 7,000 sq.ft.store on the fourth floor of Zen, World Trade Center.
Sep.1996	Opened a 9,000 sq.ft.store on the second floor of Central Silom Complex.
Sep.1996	Imported Childrenswear to the store at Central Bangna.
Oct.1996	Expanded 2,000 sq.ft.more to the store at Central Plaza Pinklao, total of 14,000 sq.ft.
	Imported Childrenswear to the store at Central Plaza Pinklao and Central Ladprao.
	Moved the store at Central Plaza Ladprao to the third floor of Central Ladprao Department Store with 17,000 sq.ft.
	Imported Wine to Food Department of every store (excluding Zen and the Galleria Plaza Silom).
Oct.1997	Opened a 12,000 sq.ft.store on the second floor of Central Ratchada Rama III.
Nov.1997	Opened a 20,500 sq.ft.store on the fourth floor of Central Chidlom.

## ***MARKS & SPENCER'S KEY TO SUCCESS***

Marks & Spencer, the UK leading retailer, is committed to putting the customer first at all times. To this end the company is determined to sell only merchandise of the highest quality at outstanding values. The company is also determined to offer the highest standard of customer care in an attractive shopping environment to best fulfill customer's satisfaction.

With Marks & Spencer mission, merchandise including Ladieswear, Menswear, Childrenswear, Accesories, Cosmetics, Toiletries and Foods, are rigorously tested for quality performance to ensure that customer will get only best quality product. The company also aims to improve standards continually throughout the operations using the latest technology. For example, the novel man-made fibres, *Lycra*, now can be found in over 20% of Marks & Spencer garments. It's like a magic ingredient that enables all sorts of natural and synthetic fabrics to stretch, mould, move and change in harmony with customers' bodies. *Teflon* - the miracle material originally developed to help in the development of space technology - has now been incorporated in a fabric protector specially for Marks & Spencer. It helps protect clothing form rain and staining. Any possibility of staining can be eliminated by a wipe.

Supplier is a significant support to company's success. The comapany establish mutually rewarding, long-term partnerships with suppliers, developing overseas sources to serve the expanding international business, at the same time maintaining support for British supply base.

Marks & Spencer is committing to give the best value to customers. Merchandise is guaranteed for the quality performance, including fabrics, design, cutting and comfortable fit. The company has been investing significant resources in innovating the new technology to offer customer a greater choice, such as the miracle modern man-made fibres, the improved easy-care fabrics, and the use of a numerical colour specification system.

Marks & Spencer offer the customers an in-store comprehensive measuring service to ensure that they are selecting the correct size garment and hence the most comfortable fit. If any store does not have the merchandise that fits customers, it can be delivered from other stores to the one where customers could pick up at their most convenience. Customer satisfaction is guaranteed. If merchandise is found not fit or damaged, it can be exchanged or returned at any Marks & Spencer store.

With a strong environment concern, the company aims to minimise the environment impact of the activities and also nurture good human relations with staff, customers and the community and ensure staff share in the success.

*Quality, Value , and Service* is the key to success for Marks & Spencer.





## ***UNIQUE FEATURES***

In addition to Quality, Value and Service, Marks & Spencer's unique features are the significant keys to success.

- **Varieties of products**

Marks & Spencer is a specialty store which has varieties of products for everybody in the family. There are six departments of merchandise :

1. Ladieswear
2. Menswear
3. Childrenswear
4. Lingerie
5. Toiletries
6. Foods

## ***COMPANY PRINCIPLES***

- To sell merchandise of the highest quality and outstanding value.
- To offer the highest standard of customer care in an attractive shopping environment.
- To improve quality standards continually throughout our operations by investment modern technology, communication networks and logistical systems.
- To ensure good human relations with customers, staff and the community.
- To maintain good partnerships with suppliers.