



A STUDY OF PERSONALITY TRAITS ASSOCIATED WITH
MOTIVATION OF MANAGERS WORKING FOR
JAPANESE FIRMS IN THAILAND

A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT FOR THE DEGREE OF

MASTER OF MANAGEMENT
IN ORGANIZATION MANAGEMENT

BY

VASANA KITCHAROEN

GRADUATE SCHOOL OF BUSINESS
ASSUMPTION UNIVERSITY
BANGKOK, THAILAND

DECEMBER, 1999

131606

ASSUMPTION UNIVERSITY

A STUDY OF PERSONALITY TRAITS ASSOCIATED WITH
MOTIVATION OF MANAGERS WORKING FOR
JAPANESE FIRMS IN THAILAND

A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT FOR THE DEGREE OF

MASTER OF MANAGEMENT
IN ORGANIZATION MANAGEMENT



BY

VASANA KITCHAROEN

GRADUATE SCHOOL OF BUSINESS
BANGKOK, THAILAND

DECEMBER 1999

**A Study of Personality Traits Associated with
Motivation of Managers Working for
Japanese Firms in Thailand**

By

YASANA KITCHAROEN

A Thesis submitted in partial fulfillment
of the requirements for the degree of

Masters of Organization Management

Examination Committee :

1. Dr. Laura A. Lintao (Advisor)
2. Dr. Teay Shawyun (Member)
3. Dr. Patricia Arttachariya (Member)
4. Assoc. Prof. Wirat Sanguanwongwan (MUA Representative)

Caroline
.....
Subby
.....
Patricia
.....
W. Sgw
.....

Examined on : 14 December 1999

Approved for Graduation on : 14 December 1999

Graduate School of Business
Assumption University
Bangkok Thailand
December 1999

ACKNOWLEDGEMENT

In preparing this thesis, the researcher received a good cooperation and assistance from several people. First of all, I am grateful to all Thai and Japanese managers working at Japanese company who sacrifice their time and effort to provide valuable information.

I am also extremely thankful to some special people: Dr. Laura A. Lintao, my advisor who had provided valuable advice, Dr. Teay Shawyun and Dr. Patricia Arttachariya who gave me their suggestions during the thesis defence, Dr. Dolores Le Leon who taught me about behavioral assessment, Khun Nui, ABAC- Poll and my friends who provided me tremendous assistance on statistical analysis and information related to the topics.

But, most of all, I would like to dedicate this research study to the beloved parents who passed away, my brothers, sisters, nephews and nieces who always support and stand by my side to complete this research study and make my pursuit of higher education possible.

ABSTRACT

Personality is one of the major sources of individual difference. Personality characteristics such as conscientiousness and extraversion contributed to success in many jobs. And most job failures are not attributed to a person's intelligence or technical competence but to their personality characteristics. The subject of personality is therefore important to the organization's success. The research is aimed to investigate the personality traits associated with motivations of managers working in Japanese firms.

For this study, the data was collected from managers working in the Japanese Companies which was registered as a member of the Japanese Chamber of Commerce (JCC) in Bangkok. With regard to the 347 responses of respondents, there are differences in their perceptions on their personality traits and motivations. This depends on the type of business, nature of work, age level, and so on that they had been facing. Therefore, their personality traits had fallen into gray areas, it can not indicate black or white areas on personality traits. However, the majority of respondents in this study have been concluded that their personality traits are in the types of agreeableness, conscientiousness, and openness to experience.

Meanwhile the motivations in terms of intrinsic and extrinsic, the respondents are quite satisfied with both types of motivations. According to the results, Thai managers appreciated more the extrinsic rewards whereas Japanese managers are delighted on the intrinsic rewards. Therefore, management should

adopt appropriate types of motivations to satisfy their subordinates in order to improve and increase their job performance that will finally increase productivity of the organization.



TABLE OF CONTENTS

Acknowledgement.....	i
Abstract.....	ii
Table of Contents.....	iv
List of Figures.....	ix
List of Tables.....	x
Chapter 1: Generalities of the Study.....	1
1.1 Introduction of the Study.....	1
1.2 Research Objectives of the Study.....	4
1.3 Statements of the Problem.....	4
1.4 Significance of the Study.....	6
1.5 Scope of the Study.....	6
1.6 Limitations of the Study.....	7
1.7 Definition of Terms.....	8
Chapter 2: Review of Literature and Related Studies.....	10
2.1 Definition and Features of Personality Traits.....	10
2.1.1 Definition of Personality.....	11
2.1.2 Personality Determinants.....	12
2.1.3 Other Key of Personality Attributes.....	14
2.2 Theories related to Personality Traits.....	17
2.2.1 Theory of Allport.....	18
2.2.2 Theory of Eysenck.....	19

2.2.3	Theory of Cattell.....	20
2.2.4	Theory of Freud	23
2.2.5	Theory of Rogers.....	24
2.2.6	Theory of Clark & Hoyle.....	24
2.3	Critical Analysis of Personality Traits.....	28
2.4	Definition and feature of Motivations.....	29
2.4.1	Approaches to Motivation.....	29
2.4.2	Intrinsic and Extrinsic Motivation	30
2.5	Theories related to Motivations.....	31
2.5.1	Theory of Maslow.....	31
2.5.2	Theory of Alderfer.....	32
2.5.3	Theory of McClelland.....	33
2.5.4	Theory of Herzberg.....	33
2.6	Key Ideas/Theories Synthesis of the Study.....	36
Chapter 3:	<u>Research Frameworks</u>	38
3.1	Theoretical Framework.....	38
3.2	Conceptual Framework.....	40
3.3	Research Hypotheses.....	41
3.4	Operational of the Independent and Dependent Variables.....	41
3.4.1	Personality Traits.....	42
3.4.2	Motivation Factors.....	43
Chapter 4:	<u>Research Methodology</u>	45
4.1	Methods of Research Used.....	45
4.2	Universal population for Research.....	45
4.3	Respondents and Sampling Procedures.....	45

4.4	Research Instruments/Questionnaire	47
4.5	Collection of Data/Gathering Procedures	49
4.6	Statistical Treatment of Data	50
Chapter 5: Presentation of Data and critical Discuss of Results		52
5.1	The Demographic Profile of Respondents	52
5.1.1	Respondent nationality	53
5.1.2	Sex	53
5.1.3	Age level	54
5.1.4	Educational attainment	54
5.1.5	Length of service	55
5.1.6	Nature of work	55
5.1.7	Nature of business	56
5.2	The Overall Perception of Respondents toward Personality Traits	57
5.2.1	Extraversion	57
5.2.2	Agreeableness	58
5.2.3	Conscientiousness	59
5.2.4	Emotional Stability	60
5.2.5	Openness to Experience	62
5.3	The Overall Perception of Respondents toward Motivators	63
5.3.1	Intrinsic Motivator	63
5.3.2	Extrinsic Motivator	64

5.4 The Relationship between Demographic Profile to Personality Traits and Motivators	65
5.4.1 Demographic Profile to Personality Traits.....	65
5.4.2 Demographic Profile to Motivators.....	70
5.5 The Relationship of Managers' Perception between Personality Traits and Motivators.....	74
5.6 The Comparison of Difference in Respondents of Thai and Japanese Managers in term of Personality Traits and Motivators.....	76
5.6.1 Extraversion.....	76
5.6.2 Agreeableness.....	77
5.6.3 Conscientiousness.....	78
5.6.4 Emotional Stability.....	79
5.6.5 Openness to Experience.....	80
5.6.6 Intrinsic Motivator.....	81
5.6.7 Extrinsic Motivator.....	82
Chapter 6: Summary Findings, Conclusions, and Recommendations.....	87
6.1 Summary Findings.....	87
6.2 Conclusions.....	91
6.3 Recommendations.....	94
6.3.1 Supervisors to be keen in treating their subordinates	95
6.3.2 The conduct of inter-personal and social skill training	96
6.3.3 The conduct of personality training programs	97
6.3.4 Conduct of Research on Employee Motivation	98
6.3.5 Management to conduct a study on their human need	98
6.4 Future Research.....	99

Appendix A: Questionnaire of Respondents (English Version).....	100
Questionnaire of Respondents (Thai Version).....	107
Bibilography :	114



LIST OF FIGURES

<u>Figure-Number</u>	<u>Page</u>
2-1 Matching Content Models.....	36
3-1 Theoretical Framework for Japanese Firm Manager's perception..... on Personality towards Motivators	39
3-2 Integrated Conceptual Framework of Variables.....	40



LIST OF TABLES

<u>Table-Number</u>	<u>Page</u>
2-1 Comparison Difference Personality Theories.....	28
4-1 Sample Respondents of the Study.....	46
4-2 Theoretical Sample Size for Difference Sizes of Population and a 95 percent level of certainty.....	47
4-3 Table of Specifications.....	49
5-1 Frequency Distribution of Nationality.....	53
5-2 Frequency Distribution of Sex.....	53
5-3 Frequency Distribution of Age Level.....	54
5-4 Frequency Distribution of Educational Attainment.....	55
5-5 Frequency Distribution of Length of Service.....	55
5-6 Frequency Distribution of Nature of Work.....	56
5-7 Frequency Distribution of Nature of Business.....	57
5-8 Managers' perception toward Extraversion.....	58
5-9 Managers' perception toward Agreeableness.....	59
5-10 Managers' perception toward Conscientiousness.....	60
5-11 Managers' perception toward Emotional Stability.....	61
5-12 Managers' perception toward Openness to Experience.....	62
5-13 Managers' perception toward Intrinsic Motivator.....	63
5-14 Managers' perception toward Extrinsic Motivator.....	64
5-15 Percentage Frequency of Demographic Profile to Personality Traits.....	67
5-16 Relationship between Demographic Profile to Personality Traits.....	69
5-17 Percentage Frequency of Demographic Profile to Motivators.....	71

5-18 Relationship between Demographic Profile to Motivators.....	74
5-19 Correlation of Personality Traits to Motivators.....	75
5-20 Thai and Japanese Managers' Perceptions toward Extraversion.....	76
5-21 Thai and Japanese Managers' Perceptions toward Agreeableness.....	77
5-22 Thai and Japanese Managers' Perceptions toward Conscientiousness.....	78
5-23 Thai and Japanese Managers' Perceptions toward Emotional Stability.....	79
5-24 Thai and Japanese Managers' Perceptions toward Openness to Experience.....	80
5-25 Thai and Japanese Managers' Perceptions toward Intrinsic Motivator.....	82
5-26 Thai and Japanese Managers' Perceptions toward Extrinsic Motivator.....	83
5-27 Differences Perceptions of the respondents of Thai and Japanese Manager in term of Personality Traits and Motivators.....	86



CHAPTER 1

GENERALITIES OF THE STUDY

1.1 Introduction of the Study

(“Direct investment overseas from Japanese companies grew rapidly after the Plaza Accord was reached in 1985. In other words, internationalization of Japanese companies have started to advance rapidly into countries all over the world, both developing and developed.”) This advance has been concentrated in many areas in particular. One is Asia, centered on East Asia and Southeast Asia (Nakagawa, 1993). Thailand is one country that Japanese companies come to invest. As mentioned in Japanese Chamber of Commerce, 1999 (JCC) about 1,159 Japanese companies from various types of businesses have invested in this country.

A result of the advance of internationalization among Japanese companies is Japanese-style management practices are gradually spreading abroad. The local corporations and joint venture companies set up by Japanese companies do not implement the full range of Japanese management practices, but many do adopt systems that are very close to those used in Japanese companies. Many companies that are connected with Japanese companies adopt rather vague and group-oriented management styles (Nakagawa, 1993, p36).

There are, however, said to be both dark and light sides to Japanese management practices abroad. On the one hand there are aspects that should be interpreted to mean such practices are relatively popular and acceptable, but on the other hand there are

also aspects that make one think they are not necessarily popular and not easily accepted.

It is not only problems to with difference between the local and Japanese management systems that are pointed to, but also problems that arise due to individual difference between local and Japanese being dispatched to work in other countries. There are problems that develop among others such as from different ways of thinking toward work, different cultural characteristics and different perception with regard to the style of work.

Accompanying the internationalization of Japanese companies, the number of Japanese being dispatched abroad is increasing rapidly. The period they have stayed abroad varied between three and five years, but recently there has been a developing trend for long-term stays. At one time most employees sent abroad were in their 30s or 40s, but recently the age range has expanded to cover employees from the age of 20 to 50 and sometimes even 60. Normally, older staff tend to be in high positions. Also, personnel tend to be placed one or two ranks higher in the company to which they are sent rather than they are in their companies in Japan. Additionally, these employees have to face a number of different problems.

Due to an increase in investment of Japanese companies in Thailand, the number of Thai being work for Japanese companies has been rapidly increased as well. Both Thai and Japanese employees who come to work together have faced the challenge of working. The individual difference between Thai and Japanese employees is the essence of the challenge of management because they are not completely alike.

Essentially, understanding an organization behavior is useful to analyze and interpret human behavior at work. Organizational behavior is not just a common sense

why 2 study
org. bhv.

but it provides a deeper understanding of reasons why people behave the way they do at work and it can also predict their behavior.

The way individual interpreting events around them has a strong influence on their behavior. People try to understand the causes of behavior in order to gain predictability and control over future behavior. Managers need to know as much as possible about individual differences in order to understand themselves and their colleagues. An understanding of personality characteristics can assist a manager to appreciate the difference of employees' point of view.

An understanding of individual differences had led not only to boost up employee performance but also to properly motivate in order to lead the individual, workgroup, and organization for improvement and development. It is believed that organizational behavior has been recognized that motivation has a major impact on effective performance therefore, this study will concentrate on causes and consequences of the motivation toward the employee performance.

For this study, the researcher selected the prospected respondents in managerial position of managers who work for Japanese companies whose are the members of Japanese Chamber of Commerce (JCC). Thai and Japanese Managers who come to work together have to face many problems concerning with the job and the person they are dealing. The individual difference between Thai and Japanese Managers are the essence of the challenge of management. Personality is one of the individual differences, which is interesting to study. An understanding of personality characteristics of Thai and Japanese Managers who are working together is very important. In addition, to offer an appropriated motivation to them is also led to increase employee performance.

1.2 Research Objectives of the Study

The purpose of this study was to examine the personality traits of managers and their impact on both intrinsic and extrinsic motivators, which can lead to investigate the degree to which type of the personality traits can have an effect to predict the various dimensions of intrinsic and extrinsic motivators.

Therefore, the main objectives of this study are set forth to determine the following aspects:

- 1) To determine the demographic characteristics of both Thai and Japanese managers who work in Japanese business organizations.
- 2) To determine the type of personality traits of both Thai and Japanese managers and their impact on motivator factors.
- 3) To understand more about personality traits of managers and their interest on motivator factors especially in a Japanese firm.

1.3 Statements of the Problem

The researcher had set up the questions based upon the statement of purposes and objectives of the study, thus the specific research problems encompasses the following:

- 1) What are the respondents' demographic profile in terms to:
 - 1.1 nationality
 - 1.2 sex
 - 1.3 age
 - 1.4 educational attainment
 - 1.5 length of service

- 1.6 nature of work
- 1.7 nature of the business
- 2) What are the perceptions of respondents' personality traits in terms of
 - 2.1 extraversion
 - 2.2 agreeableness
 - 2.3 conscientiousness
 - 2.4 emotional stability
 - 2.5 openness to experience
- 3) What are the overall perceptions of respondents on motivators in relation to:
 - 3.1 intrinsic motivators
 - 3.2 extrinsic motivators
- 4) What are the relationships between demographic profile and the overall personality traits and motivators of the managers who work in Japanese firm?
- 5) Are there significant relationships between personality traits and motivators?
- 6) Are there differences in the perceptions of respondents between Thai managers and Japanese managers in terms of personality traits and motivators?

1.4 Significance of the Study

This research study was organized with the expectations to determine the determinant factors that affect managerial job performance especially with those who work for the Japanese firms as well as those who are members of the Japanese Chamber of Commerce (JCC) in terms of personality traits and motivators in selected industries.

The general significance of the study aimed to encompass the following purposes:

- 1) To serve as a guideline for management with useful information in consideration to personality traits which affects to motivators that enhances the managers' job performance.
- 2) To develop a series of recommendations and its application to assist and create the evolution of managers job performance.
- 3) To serve as a useful guideline and encourage further in-depth research study on this particular subject and specifically focusing the issues of managers who work for Japanese firms.

1.5 Scope of the Study

For this study, the researcher had mainly focused on personality traits and motivational factors that are interrelated to managerial position's job performance. Hence, the research had designed to capture the general information concerning the effect of personality traits and motivators to those managers' job performance particularly those who worked in Japanese firms.

The topic included the following:

- 1) Demographic Profile, as of nationality, sex, age, educational attainment, length of service, nature of work and nature of business of the respondents in the Japanese firms and the management who are members of the Japanese Chamber of Commerce (JCC).
- 2) Personality Traits, the key individual characteristic as applied to the Trait Theory in terms of extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience.
- 3) Motivators as the indicators of intrinsic and extrinsic rewards that stimulated the managers to contribute toward effective job performance.

1.6 Limitations of the Study

The limitations of on this study falls into all or anyone of the following criteria:

- 1) Difficulties in obtaining information from Thai and Japanese managers from each organization on equal proportion on number which may lead to insignificance when comparing the results.
- 2) Difficulties in getting the accurate or valid answers pertaining to personality traits. Most people can have different attitudes and perceptions in different circumstances depending on the work environment or situation they are in.
- 3) Difficulties in approaching the managerial levels whereby most of the managers are busy and lack time to fill out the questionnaire properly.
- 4) As a matter of fact, no one theory can adequately account for everything known about personality. The realm of human behavior is far too complex and elusive to be explained in terms of a particular theory or perspective. It

is presumptuous to assume that one can understand personality with only one theory.

1.7 Definition of Terms

For clarity of this study, the definition of terms as applied for this research study was defined as follows:

Demographic Factors. It refers to the general demographic profile to describe the characteristics of respondents.

Nationality. It refers to the nationality of the respondent.

Sex. It is the respondents sex either a male or female

Age. It refers to the age level of the respondents.

Educational Attainment. It refers to the highest educational level of respondent at the time of the survey.

Length of Service. It refers to the number of years the employees have been working in the company.

Nature of work. It refers to the main function department or section where the employees have been working.

Nature of business. It refers to the kind of business the company has registered with Japanese Chamber of Commerce.

Personality. It refers to the persistent and enduring behavior patterns of an individual that are expressed a wide variety of situations. (Dubrin, 1997)

Extraversion. It refers to a personality dimension describing someone who is sociable, talkative, and assertive. (Digman, 1990)

Agreeableness. It refers to a personality dimension that describes someone who is good-natured, cooperative, and trusting. (Digman, 1990)

Conscientiousness. It refers to a personality dimension that describes someone who is responsible, dependable, persistent, and achievement oriented. (Digman, 1990)

Emotional Stability. It refers to a personality dimension that characterizes someone as calm, enthusiastic, secure (positive) versus tense, nervous, depressed, and insecure (negative). (Digman, 1990)

Openness to Experience. It refers to a personality dimension that characterizes someone in terms of imaginativeness, artistic sensitivity, and intellectualism. (Digman, 1990)

Motivator Factors. It refers to the tasks people actually do in job content; they are sources of job satisfaction. (Herzberg, 1968)

Intrinsic Rewards. It is the personal satisfaction outcomes such as achievement, self-recognition, and personal growth as well as the pleasure or value one receives from the content of a work. (Dubrin, 1997)

Extrinsic Rewards. It is the outcome supplied by the organization such as pleasant working conditions, a fair salary, status, job security, and fringe benefits as well as rewards received from the environment surrounding the context of the work. (Dubrin, 1997)

CHAPTER 2

REVIEW OF LITERATURE AND RELATED STUDIES

In this chapter the researcher has reviewed the topics concern about the factors of personality traits affecting motivation. The theories presented in this section aimed to lead on to the theoretical framework and synthesized to formulate the conceptual framework of the study.

2.1 Definition and Features of Personality Traits

People are different and are characterized from each other. How and why they differ is less clear and is the subject of the scientific study of personality and it depends upon individual differences. The most important question of individual differences is whether people are more similar to themselves over time and across situations than they are to the others, and whether the variation within a single person across time and situation is less than the variation between people (the Personality Project, 1998).

It is interesting to learn that individual differences represent the essence of the challenge of management, because no two individuals are completely alike. Managers face the challenge of working with people, who possess a multitude of individual characteristics, so the more managers understand individual differences, the better they can work with others. Personalities are one of the factors of individual differences apart from skills, abilities, perceptions, attitudes, values, and

30569

ethics which differs from one individual to another (Nelson & Campbell Quick, 1997, p38).

2.1.1 Definition of personality. Personality is considered to be one of the key individual characteristics when selecting the right person for a job. Companies are increasingly using various means of assessing personality in order to ensure that they are getting the right person to the right job. There are many definitions of personality, which are stated as follows:

Allport (1937) quotes, “the dynamic organization within the individual of those psychophysical systems that determine his unique adjustment to his environment.

Cattell (1973) states “of which permit a prediction of what a person will do in a given situation.”

Pervin (1980) states ” as the set of characteristics of a person that account for consistent patterns of response to situations.”

Maddi (1980) states “as a stable set of personal characteristics and tendencies that determine the commonalties and differences in people’s thoughts, feeling, and action.”

J. Royce (1983) quotes “personality is the combination of stable physical and mental characteristics that make up an individual ‘s identity and give consistency to a person’s behavior.”

Robbins (1996) states “as the sum total of ways in which an individual reacts and interacts with others.”

Weiss (1996) states as “personality is a stable set of distinctive characteristics influenced by hereditary, cultural, societal and environmental factors.”

Dubrin (1997) states as “refers to the persistent and enduring behavior patterns of an individual that are expressed in a wide variety of situations.”

From the above definitions, most recognized as the personality is a stable set of distinctive characteristics influenced by hereditary, cultural, and environmental factors in which an individual reacts and interacts with others in wide varieties of situations.

2.1.2 Personality determinants. Allport (1961) believed that genetic and environmental factors are equally influence in determining human behavior and also situational determinants play a central role in influencing a person’s behavior. He admitted that the personality traits are embedded within social situation, adding,” any theory that regards personality as stable, fixed, invariable is wrong (p175). From Allport’s perspective, traits and situations interact to determine which behavior actually occur. The two are functioning interdependently (Larry & Daniel, 1992, p244).

Vecchio (1987) recognized the importance of both heredity and environment as determinants of personality. Heredity may predispose an individual to certain pattern of behavior, while environmental forces may precipitate more specific patterns of action. Both sets of factors are necessary for a fuller accounting of individual behavior.

Pervin & John (1997) have divided the determinants of personality into genetic determinants and environmental determinants. Both genetic and environmental determinants are important in the formation of personality.

Hellriegel, Slocum, & Woodman (1998) also mentioned that two sources shape personality differences, they are heredity and environment. The environment

plays a larger role in shaping personality than do inherited characteristics. Environmental components include culture, family, group membership and life experience.

Anthropologists working in different cultures have clearly demonstrated the important role that culture plays in personality formation (Buss, 1991 & Hettma, 1989). Individuals are born into their norms of acceptable behavior. Culture also defines how the different roles in that society are to be performed. For example, U.S. Culture generally rewards people for being independent and competitive, whereas Japanese Culture generally rewards individuals for being cooperative and group oriented. Culture helps determine broad patterns of behavioral similarity among people, but differences in behavior. Although culture has an impact on the development of employees' personalities, not all individuals respond to cultural influences equally.

For family, parents and siblings they play important roles in personality development for most individuals. Members of an extended family also can influence personality formation. The family 's size, socioeconomic level, race, religion, and geographic location, birth order within the family, parents' educational level also is an important source of personality difference.

The numerous roles and experiences people have as members of groups represent another important source of personality difference. Each person's life also is unique in terms of specific events and experiences, which serve as important determinants of personality.

Personality appears to be a result of heredity and environment. These are the primary determinant of personality forces. Additionally, today the situation is another factor to be involved. Heredity refers to those factors that are determined to

concept. It sets the parameters or outer limits, but an individual's full potential will be determined by how well he or she adjusts to the demands and requirements of the environment. The situation influences the effects of heredity and environment on personality (Robbins, 1990). An individual's personality, while generally stable and consistent, does change in different situation. The different demands of different situation call forth aspects of one's personality. We should not, therefore look at personality patterns in isolation (Carson, 1989).

2.1.3 Other key personality attributes. In order to have more direct relevance for explaining and predicting behavior in organization, there are five additional personality attributes, which are locus of control, authoritarianism, machiavellianism, self-monitoring, and risk propensity.

According to Hellriegel, Solcum, and Woodman (1998)'s literature, locus of control refers to the extent to which individuals believe that they can control events affecting them. The people who have high internal locus of control (belief that the events in their lives are primarily the result of their own behavior) have better control over their own behavior and are more active politically and socially. As well as they seek information about their situations more than those with a high external locus of control (belief that the events in their lives are primarily determined by external factors). On the other hand, the people who have high internal locus of control are more likely to try to influence others that are influenced. They are more achievement-oriented.

Authoritarianism is the belief that there should be status and power differences among people in organizations. The extremely high authoritarian personality is intellectually rigid, judgmental of others, deferential to those above

and explosive of those below, distrustful, and resistance to change. It seems reasonable to postulate; however that possessing a high authoritarian personality would be related negatively to performance where the job demand sensitivity to the feeling of others, tact, and the ability to adapt to complex and changing situations. On the other hand, where the jobs are highly structured and success depends on close conformity to rules and regulations, the high authoritarian employee should perform quite well.

Machiavellianism is an individual exhibiting strong Machiavellian tendencies is pragmatic, maintains emotional distance, and believes that ends can justify means. "If it works, use it" is consistent with a high Mach perspective.

Self-monitoring refers to how an individual assesses his or her worth this self – evaluation is largely influenced by the situation, past experience (successes and failures) and how other perceive the individual. Those with low self-monitoring are likely to take more note of the opinions of others and to set lower goals for themselves, while those with high self-monitoring are less likely to be influenced by others' opinions and to efforts to accomplish set goals. A recent study showed that individuals with high self-monitoring placed more value on attaining performance goals than did employee having self-monitoring (Hollenbeck and Brief, "The effects of individual differences and goal origins on goal setting and performance").

The last for personality attributes is risk propensity. People differ in their willingness to take chances, Individuals with a high risk propensity make more rapid decisions and use less information in making their choices than individual with low risk propensity (Anderson & Kyprianou, 1994).

Based on the above literature, Personality can be defined that a person's set of relatively stable characteristics and traits that account for consistent patterns of behavior in various situations. Each individual in some ways is like other people and in some ways is unique. An individual's personality is the product both of inherited traits or tendencies and experiences. These experiences occur within the framework of the individual's biological, physical, and social environment, all of which are modified by the culture, family, and other groups to which the person belongs. An individual's personality is described by a set of factors known as the Big Five. In addition, specific personality dimensions, such as locus of control, self-monitoring, etc., affect behavior. The study of personality and an understanding of interactions between the person and the situation are important for comprehending individual work performance.

Lorr and Knight (1987) state on the *Journal of Clinical Psychology* that there are important advantages to discovering a comprehensive dimensional structure of personality. A strong consensus appears to be forming on precisely such a structure. Different investigations, most based on trait rating data, have been covering on a five-factor model of personality structure (Fiske, 1949; Tupes & Christal, 1961; Digman & Takemoto-Chock, 1981; Goldberg, 1981 and 1982; Hogan, 1983; McCrae & Costa, 1985, 1987; Digman & Inouye, 1986).

Although there are some disagreement about labels and precise meanings, these five factors have been named:

Surgency (seeming to the authors to involve extraversion and dominance versus introversion and submission); Agreeableness (agreeable, warm versus cold, quarrelsome); Conscientiousness (will to achieve: conscientious, responsible);

Emotional stability (secure, emotionally stable); and Openness (intellectance, culture: cultured, intelligent versus uncultured, stupid).

Barrick and Mount (1993) have extensively investigated the relationships between the Big-Five personality factors and job performance. The findings indicate that employees who are responsible, dependable, persistent, and achievement oriented, perform better than those who lack these traits do. Hollenbeck (1987) mentions that self-esteem is positively related to achievement and a willingness to expand effort to accomplish tasks. Clearly, self-esteem is an important individual difference in terms of effective work behavior. Also research suggests that some extraversion may be essential to managerial success. However, either extreme extraversion or extreme introversion can interfere with an individual's effectiveness in an organization (Hellriegel, Slocum, and Woodman, 1998).

Each theorist has mentioned about idea of personality traits. They explain what personality comes from and describe the different types of personality traits. The conclusion of the personality theory and personality traits is presented on Table 2.1.

2.2 Theories related to Personality Traits

There are a number of alternative theories to understand the person as an integrated individual as well as to discern the differences between people. We should give some attention to what a theory is and what functions it serves in the study and understanding of a person. A theory is a set of interrelated ideas, constructs, and principle proposed to explain certain observations of a reality. A theory is always speculative in nature and therefore, strictly speaking, cannot be

“right” or “wrong”. However, a theory is generally accepted as valid or credible by the scientific community to the extent that factual observations of phenomena (usually based on data derived from formal experiments) are consistent with the explanation of the same phenomena offered by a theory. If human behavior is fully understood in everyday settings, there would be no need for personality theories. Such theories actually elaborate speculations or hypotheses about what people are like how they become that way, and why they behave as they do (Larry & Daniel, 1992).

Major theories attempting to explain personality include Trait Theories, Psychodynamic theories, Humanistic Theories, and an Integrative Approach. (Weiss, 1996, Nelson & Quick, 1996).

2.2.1 Theory of Allport (1961). Trait Theory is the personality theory states that in order to understand individuals, it must break down behavior patterns into a series of observable traits. According to trait theory, combining these traits into a group forms an individual's personality. Allport (1961) stated that the leading trait theorist see traits as a broad general guide, that lends consistency to behavior. Allport's belief that each person's behavior derives from a particular configuration of personal traits as the trademark of his orientation to personality. Also other personologist have taken on the challenge of building comprehensive schemes for the identification and measurement of the basic traits that form the core of personality. Hans Eysenck and Raymond Cattell have tried to show how the underlying organization of traits dimension influences the individual's observed behavioral qualities. (Larry & Daniel, 1992).

2.2.2 Theory of Eysenck (1947, 1952). He found two basic type dimensions that he labeled as *introversion-extroversion* and *neuroticism-stability*. These two personality dimensions are orthogonal, that is they are statistically independent of each other. Persons high on neuroticism tend to react more quickly to painful, novel, disturbing, or other stimuli than do more stable persons. Such persons also exhibit a more persistent behavior than do highly stable persons. The persons who are high on the dimensions of introversion and neuroticism are a prime candidate for anxiety disorders: phobias, obsessions, and compulsions. In contrast, the person who are high on the extraversion and neuroticism dimensions is at risk for psychopathic (antisocial) disorder. People who are both introverted and stable tend to be controlled, careful, and thoughtful in their actions. Conversely, the combination of introversion and neuroticism tends to create a more anxious, pessimistic, and reserved quality in behavior. The combined qualities of extraversion and neuroticism tend to be aggressive, impulsive, and excitable (Eysenck, 1982). We should add that, for Eysenck, individual differences are to be valued. Thus, no single combination of these personality types are more desirable than another. Behaving in carefree and outgoing ways has its good and bad points, as does behaving in quiet and reserved ways. The ways are simply different. Additionally, Eysenck (1976) has added a third type dimension of personality, which he calls *psychoticism-supergo*. People high on this super-trait dimension tend to be egocentric, impulsive, insensitive to others and opposed to social customs. They are often seen as troublesome, as not fitting in well with others, and as intentionally upsetting other people. Eysenck has suggested that psychoticism is a genetic predisposition toward becoming either psychotic or psychopathic. He

further regards it as a personality continuum along which all people can be located and as being more common in men than in women.

Eysenck was convinced that his two major type dimensions, introversion-extraversion and stability-neuroticism, have been empirically validated by several researchers using many types of personality tests by Eysenck as underlying the structure of personality (Larry & Daniel, 1992). A review of studies (Wilson, 1978) based on testing predictions derived from Eysenck's theory presented an impressive array of findings. Some additional empirical established ways in which introverts and extraverts have been found to differ and it includes:

- 1) Introverts prefers theoretical and scientific vocation (e.g. engineering and chemistry), whereas extraverts tend to prefer people-oriented jobs (e.g. sales and social work).
- 2) Introverts report more frequent masturbation than do extraverts engage in sexual intercourse earlier in life, more often, and with more partners than do introverts.
- 3) Introverts attain higher grades in college than do extraverts. Also students who withdraw from college for psychiatric reasons tend to be introverts, whereas those who withdraw for academic reasons tend to be extraverts.
- 4) Introverts show higher arousal levels in the morning, whereas extraverts show higher arousal levels in the evening. Furthermore, introverts work better in the morning, and extraverts work well in the afternoon.

2.2.3 Theory of Cattell (1973). He explained another prominent trait theories to identify sixteen traits, which form the basis for differences in individual

behavior. He pointed out traits in bipolar adjective combinations such as self-assured/apprehensive, reserved/outgoing, and submissive/dominant. Cattell (1979) viewed personality as consisting of at least 16 major traits dimensions. He also believes that equations can be used for predicting behavior based on precise measures of traits weighted according to their relevance to the situation. In fact, people actively seek out social situations that encourages the expression of their traits. A person possessing a strong disposition of sociability not only responds in a charming manner when in a group of people but also initiates contacts with others when she is alone.

Allport (1960) cited a study in which the traits of insight and humor are found to be highly correlated with one another. Allport (1961) mentioned that mature persons are fully capable of conscious, rationally based actions, they conduct their lives in terms of goals, long-range plans, and an overall philosophy—all, of which are founded upon rationality. He insisted that one important criterion of an adequate theory of motivation was attributed to dynamic force to the person's cognitive process, such as thinking, planning, and intending. Allport described mature persons as posing realistic perceptions, skills, and assignments. This clearly implies that such persons know where they are going and how to get there. Allport argued that personality will never be fully understood by examining each trait separately. He maintained that a trait must be related to the total pattern of personality of which it is a part (Evans, 1971)

Tupes and Christal (1961 and 1992) have labeled the five factors of Surgency, Agreeableness, Dependability, Emotional Stability, and Culture.

Norman (1963), Digman and Takemoto-Chock (1981) have used a variety of labels for these five such as Surgency as often referred to Extraversion;

Dependability as often referred to Conscientiousness; Emotional Stability as adjustment or Neuroticism; Culture as Openness to Experience, Intellect, or Intellectance.

The research conducted by Digman (1990) had suggested that all personality traits can be reduced to what is referred to as the “Big 5” as of (1) extraversion, (2) agreeableness, (3) openness to experience, (4) conscientiousness, and (5) emotional stability.

- 1) Extraversion is a personality dimension describing someone who is sociable, talkative and assertive.
- 2) Agreeableness is a personality dimension that describes someone who is good-natured, cooperative, and trusting.
- 3) Openness to experience is a personality dimension that characterizes someone who is imaginative, artistically sensitive, and intellectual.
- 4) Conscientiousness is a personality dimension that describes someone who is responsible, dependable, and persistent and achievement oriented.
- 5) Emotional stability is a personality dimension that characterizes someone who is calm, enthusiastic, secure (positive) to tense, nervous, depressed, and insecure (negative).

Barrick and Mount (1991) conducted a research on the Big-Five and also found that there was relationship between the personality dimensions and job performance. He found that conscientiousness is one of the Big Five Traits, which are only consistently related to job performance, though extraversion does predict the job performance of managers. Tett, Rothstein, and Jackson (1991) also conducted a meta-analysis to “confirmatory” studies. Contrary to the results of Barrick and Mount, Tett (1991) found out that only neuroticism displays a nonzero

correlation with job performance and emotional stability and agreeableness are not related to job performance.

Adler (1939) believed that neurotics behave as if they were living in a land of enemies. Almost inevitably, then this mistake style of life would clash with human inter-relatedness; plainly and the neurotic life-style is incompatible with the demand of cooperative social living.

Horney (1950) maintained that anxiety results from feeling of insecurity in interrelationships. In Horney 's view, a child with excessive basic anxiety is heading towards becoming a neurotic adult.

2.2.4 Theory of Freud (1960). Psychodynamic Theory, he has argued that people deal with their unconscious, fundamental drives differently. He described an ongoing battle between the id (the primitive, unconscious storehouse of basic drives in the personality that functions irrationally and impulsively), the superego (where parental and societal values are internalized at the unconscious level), and the moderating ego (the arbitrator and filter between the id and superego).

An understanding of major ego defense mechanisms are especially useful in understanding individual resistance to change and other workplace problem. An awareness of defense mechanisms can help us see others and ourselves more realistically. Rationalization is a justification of one's actions when behavior may not be justifiable. Denial of reality is a self-protective defense that causes people to avoid or escape reality. Compensation is the process of covering up weaknesses in one area by emphasizing desirable strengths in another. The major force in psychoanalytic theory, criticisms of Freud's theory have gained credence due to the

assumptions and major arguments cannot be tested or proven and it is subjective and philosophic (Weiss, 1996) and the contribution of this theory to our understanding of personality is its focus on unconscious influence on behavior (Nelson & Quick, 1996).

2.2.5 Theory of Rogers (1977). Humanistic Theory focused on self-actualization, human growth, and how individuals perceive the world. The basic approach is people-centered and the thrust is self-fulfillment. Carl Rogers (1977) focused on “non-directive listening” to individuals, which facilitates their listening to themselves. Once individual learn to hear and get in touch with their feelings and potentials, they can begin to “self actualize.” Humanistic practitioners endeavor to be sounding boards, so as to reflect back what individuals usually do not hear in their own logic. Critics of this theory list the lack of explanations for the origin of self-actualization mechanisms and the fact that complex environments are not conducive for individual self-actualization as its major weakness. Critics say that after employees get in touch with their feelings, they must return to the workplace, which may not be receptive to this type of behavior (Weiss, 1996). This theory focuses on individual growth and improvement. It is distinctly people – centered, and also emphasizes the individual’s view of the world. The humanistic approach contributes and understanding of the self to personality theory and contends that the self – concepts the most important part of an individual’s personality (Nelson & Quick, 1996, p40).

2.2.6 Theory of Clark & Hoyle (1990). Integrative Approach is integrated to the study of personality. Personality is explained as a combination of

psychological processes and disposition that include fantasies, attitudes, moods, expectation, and emotions (Clark & Hoyle, 1990). The focus is on the interaction of persons (dispositions) and situations (as behavior influences). Positive and negative affectivity are two important concepts of the integrative approach. Positive affectivity (PA), is a personality characteristic that is more stable and enduring than moods; it is manifested in people who tend to be unbeatable, who sees the world, works with others in a positive light. Negative affectivity (NA), is manifested in people who generally view themselves, others, and work negatively, in overly cautious or critical way (George & Brief, 1992).

Studies relating positive and negative affectivity to organizational behavior found that salespeople who work in-groups with positive affectivity offer more assistance to customers than do those in-groups with negative affectivity. People in-groups with similar personalities tend to be attracted to, selected by, and retained in those groups. Managers must be aware of the personality characteristics of those responsible for selecting, hiring, and evaluating people since "like attracts like" (George, 1990). Tellegen (1982, 1985) mentioned that people who are high on positive affectivity tend to have an overall sense of well being and to be positively engaged in the world around them, in terms of both achievement and interpersonal relations. People high on PA tend to feel-efficacious, experience positive moods and emotions, and feel good about the activities they are engaged in (Tellegen, 1988; Watson & Pnnebaker, 1989). High -PA individuals also tend to perceive stimuli (including other people), thinks, and behave in a way that will support and maintain their positive feeling. Due to their positive outlook, individuals high on PA tend to enjoy and seek out social interaction.

In the opposite way, people who are high on NA tend to have negative feeling, be nonpleasurably engaged, and be distressed by their own thoughts and behaviors and the thoughts and behaviors of others. PA and NA are independent dimensions of personality. That means a person could be high on both, low on both, or high on one and low on the others (Tellegen, 1988; Watson & Clark, 1984; Watson & Pennebaker, 1989).

Jung's Personality (1923) – Carl Jung, a pioneer in the field of psychoanalytic theory, argues that there are basic personality types: introverts and extroverts. He also hold that there are two types of perceptions, sensing and intuiting, and two types of judgments, thinking and feeling. Perceptions and judgments are the basic mental functions that are used by everyone. Individual differences can be understood by combining these different preferences.

The extroversion/introversion preference refers to the source of the person's energy. Extroverts are energized by interacting with other people that is, with the outside world. Introverts are energized from internal sources. Extroverts like variety in their work settings. Interruptions from others are welcome. Introverts like quiet and privacy for thinking and for solving problems. In an organizational content, it is interesting to note that the extrovert is usually drawn into an occupation that allowed them to be conventional, sociable and outgoing (Kevin, Ed Rose, Mc Clelland, Reynolds and Tomb, 1996).

The sensing/intuiting preference refers to how people prefer to get information. The sensor uses their five senses and is reality based. The intuitor uses the sixth sense of intuition and is attuned to possibility over reality (Hirsch & Kummerow, 1982). Sensors prefer specific solutions to problems and are frustrated with fuzzy instructions. They prefer routine and order. They search for precise

details when gathering information to solve a problem. They prefer to work with established facts rather than to search for new possibilities. Intuitors prefer working on new problems, are restless with details and routine. They prefer an overall perspective or the big picture and would prefer to look for possibilities rather than work with facts.

The thinking/feeling preference refer to decision-making styles Thinkers are logical and objective. Feelers are personal and value-oriented in their decision processes. At work, thinkers show little emotion and become uncomfortable with emotional people. Feeler shows emotional at work.

The judging/perceiving preference represents one's approach to the external environment. Judgers are organized, structured, and like to plan and make decision. Perceivers are flexible and spontaneous. They prefer to see more alternatives before making a decision.

Critics of Jung's theory pointed out to whether his sources of the archetypes are valid. However, because of the current widespread and successful applications of this theory in organization. It is called as "The Myers-Briggs Type Indicator (MBTI)". Many managers preferred to use and interpret the employee personality. Result from this test can be used in coaching employees, improving team building, conflict management, job assignment, assessing management styles, and career counseling (Benfari & Know,1991).

2.3 Critical Analysis of Personality Traits

There are several methods that can be used to assess personality; projective tests, behavioral measures, and self – report questionnaires (Nelson & James Campbell, 1996).

Table 2.1: Comparison Difference Personality Theories

Theorist/ Inventory	I Surgency	II Agreeableness	III Conscientiousness	IV Emotional Stability	V Intellect/ Openness to Experience
Cattell 16PF	Exvia (vs. Invia)	Oathemia (vs. Cortertia)	Super Ego Strength	Adjustment vs. Anxiety	Independence vs. Subduedness
Costa & McCrae NEO-PI	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
Goldberg FFI	Extraversion	Agreeableness	Conscientiousness	Emotional Stability	Openness
Eysenck EPQ	Extraversion	Psychoticism		Neuroticism	
Hogan HPI	Ambition and Sociability	Likeability	Prudence	Adjustment	Intellectual
Myrs-Briggs	Extraversion vs. Introversion	Feeling vs. Thinking	Judging vs. Perception		Intuition vs. Sensing
Tellegen MPQ	Positive Emotionality		Constraint	Negative Emotionality	Absorption

Source: Adapted and extended from Oliver John (1990), table 3.4: The Big 5 and dimensions of similar breadths in questionnaire and in models of personality and interpersonal behavior.

The projective test is one method used to measure personality. By using picture, abstract image, or photo and ask each individual to describe what they see or tell a story about what they see. The rational behind projective tests is that each

individual responds to the stimulus in a way that reflects his or her unique personality. Rorcharch (1951) mentions that this method had low reliability.

The behavior measures are involves observing an individual 's behavior in a controlled situation. For example, we might assess a person's sociability by counting the number of times he or she approaches strangers at a party. The behavior is scored in some manner to produce an index of personality.

Lastly, the self-report questionnaire. By using a series of questions and let the individual response to an agree/disagree or true/false formats. There are many types of questionnaire using to assess a variety of traits.

Comparing to the above measuring personality method, the self-report questionnaire is mostly common method of assessing personality (Nelson & Campbell, 1996). By selecting each questionnaire, we can get the result of personality traits of individual, which will affect on behavior.

2.4 Definition and Features of Motivations

According to Hellriegel, Slocum, & Woodman (1998) define on the importance of motivation as a determinant of effective performance. The personality traits are one of factors that influence motivation. The manager's job performances are influenced by the individual differences. As for the personal characteristics vary from person to person, they may respond in vastly different ways to their jobs and their employee 's practices.

2.4.1 Approaches to motivation. Hellriegel, Slocum, and Woodman (1998) explain that a motivational indicates individuals behave in certain ways to

satisfy their needs and performance. The two major classes of models of motivation composed of content and process. Content models focused on the factors within the person that drive, sustain, or stop behavior. On the contrary, the process approach emphasized on how and why people choose certain behavior in order to meet their personal goals. These theories attempt to describe and analyze how the personal factors (content theories) interact and influence each other to produce certain kinds of behavior.

2.4.2 Intrinsic and Extrinsic Motivators. The interaction between intrinsic and extrinsic rewards and motivation is not entirely clear. People can be induced to work because they enjoy the work itself and the work environment. Extrinsic rewards can influence people to try new, or difficult, or even dangerous jobs. A number of studies, however, suggest that extrinsic rewards can undermine a person's intrinsic motivation (Jordan, 1986).

By inducing an individual to engage in a particular task for monetary reasons, a manager may weaken that person's intrinsic interest in the task. The internal feeling of accomplishment and achievement may be reduced when the task is done primarily for the external reward offered by the manager. Moreover, some research suggests that adding extrinsic rewards to an already intrinsically rewarding job does not necessarily increase an individual's motivation, performance, or satisfaction. In fact, extrinsic outcomes (such as a sense of economic security or a financial stake in the success of the firm) integrate with intrinsic outcomes (such as greater control, recognition, and a sense of appreciation for one's contributions) are suggested to be important components of effective organizational productivity improvement program. (Hamerstone, 1987).

Dubrin (1997) defines that intrinsic and extrinsic motivations have two parallels in the workplace. The concept of empowerment is associated with intrinsic motivation. The changes in compensation system generally referred to as new pay systems, correspond to the use of extrinsic reinforcement. In reality, these two ideas of employee empowerment and revised pay systems combine both intrinsic and extrinsic rewards. Intrinsic motivators can come in many varieties and forms.

Today, people appear to be interested in the quality of work life, not just the amount of pay or other compensation. Intrinsic motivators include quite a list. First among them is probably the sense of achievement and accomplishment that doing a job well can bring. The kinds of recognition can be both formal and informal. If fully internalized, recognition can come from judgments and evaluations the employee makes about his or her own work. The sense of mastering new skills and increasing the range of competence also is an intrinsic motivator. Mastery over skills prepares the individual for more challenges and presumably, for greater satisfaction from continuing to grow and meet those challenges.

2.5 Theories related to Motivations

2.5.1 Theory of Maslow (1943). Maslow (1943) suggests that people have a complex set of exceptionally strong needs, which can be arranged in a hierarchy (hierarchy needs). The hierarchy is the basic assumptions as follows:

- Once a need has been satisfied, its motivational role decreases in importance. However, as one need is satisfied, another need

gradually emerges to take its place, so people are always striving to satisfy some need.

- The needs network for most people is very complex, with several needs affecting behavior at any one time. Clearly, when someone faces an emergency, such as desperate thirst, that need dominates until it is gratified.
- Lower level needs must be satisfied, in general, before higher level needs are activated sufficiently to drive behavior.
- There are more ways of satisfying higher level than lower level needs.

Maslow proposes five classes of human needs, which are hierarchically ordered:

Physiological – the need for food, drink, warmth etc., (survival factors);

Safety – the need for physical and psychological safety in other words, a predictable and non –threatening environment;

Social – the need to feel a sense of attachment to another person or group;

Self-esteem – the need to feel valued and respected by the self and significant other people; and

Self-Actualization – the need to fulfil one's potential, develops one's capacities and expresses them.

2.5.2 Theory of Alderfer (1972). Alderfer (1972) modifies Maslow's theory of motivation and propose a model reducing the need categories to three: existence or basic survival needs; relatedness, involving social interaction and respect or recognition from others; growth, involving self- fulfillment, autonomy and success. Several studies support the three categories of need identified by

Alderfer, and some research indicates that individuals move among the three needs levels. Also the research suggests growth needs increase in importance when they are satisfied. Intuitively, managers can easily grasp the ideas for existence, relatedness, and growth needs as they attempt to understand employee motivation.

2.5.3 Theory of McClelland (1971). McClelland (1971) proposes a learned needs model of motivation that he believed to be rooted in culture. He argues everyone has three particularly important needs: for achievement, affiliation, and power. Individuals who possess a strong power motive take action that affects the behaviors of others and has a strong emotional appeal. These individuals are concerned with providing status rewards to their followers. Individuals who have a strong affiliation motive tend to establish, maintain, and restore close personal relationships with others. Individuals who have a strong achievement motive compete against some standard of excellence or unique contribution against which they judge their behaviors and achievement.

According to his model, motives are “stored” in the preconscious mind just below the level of full awareness. They lie between the conscious and the unconscious, the area of daydreams, where people talk to themselves without quite being aware of it. A basic premise of the model is that the pattern of these daydreams can be tested and that people can be taught to change their motivation by changing these daydreams.

2.5.4 Theory of Herzberg (1959). In the original study (Herzberg, 1959), 200 US engineers and accountants were asked to describe times when they felt either particularly dissatisfied with their jobs. Analysis for these accounts reveal a pattern suggesting the different sets of factors are involved in being satisfied or being dissatisfied.

In short, it is concluded that there are two types of factor: motivators or satisfiers, which, when present, result in motivation or satisfaction with the job; and hygiene factors or dissatisfiers, which are a source of dissatisfaction. The motivator is achievement, recognition, the work itself, responsibility, and advancement and personality growth. This is all intrinsic to the job. The hygiene factors are company policy and administration, supervision, interpersonal, money, status and security. These are all extrinsic to the job. Motivation have little or no impact on dissatisfaction; hygiene factors have little or no effect on feeling motivated or satisfied. Two separate factors are argue to influence motivation to work and satisfaction with it.

All of the above theories emphasize the basic motivational concepts of needs, achievement motivation, and hygiene motivators. Maslow's hierarchy of needs serves as the basis for the ERG theory. Therefore, there are some important similarities between the two: self-actualization and esteem needs make up growth needs; social needs are similar to relatedness needs; and safety and physiological needs are building blocks of existence needs in ERG theory. A major difference between these two theories, however, is that Maslow's offers a static needs hierarchy whose pinnacle is fulfillment, whereas the ERG theory presents a flexible, three – needs system.

Herzberg's two – factor theory drawn on both of the needs theories. That is, if hygiene factors are present, relatedness and existence needs (ERG theory) are not likely to be frustrated. Motivator factors focus on the job itself and the opportunity for people to satisfy their own higher-order or growth needs (ERG theory) Need achievement theory does not recognize lower-order needs; the need for affiliation can be satisfied if a person meets hygiene factors on the job; if the job itself is challenging and provides an opportunity for a person to make meaningful decisions

it is motivating. These conditions go a long way toward satisfying the need for achievement.

Based on the above-mentioned literature on motivation theory, Maslow assumes that people have five types of needs: physiological, security, affiliation, esteem, and self-actualization. When a need is satisfied, it no longer motivates a person. Alderfer agrees with Maslow that needs motivate people but claims that people have only three types of needs: existence, relatedness, and growth. If a person's growth need can't be satisfied, the person focuses on satisfying relatedness needs. McClelland believes that people have three learned needs (achievement, affiliation, and power) that are rooted in the culture of a society. The role of achievement need and indicated the characteristics associated with high achievers. The final content model discussed was Herzberg's. He claims that two types of factors affect a person's motivation: motivators and hygienes. Motivators, such as job challenge, lead to job satisfaction but not to job dissatisfaction. Hygiene factors, such as working conditions, prevent job dissatisfaction but can't lead to job satisfaction.

Therefore, these motivation models have some common similarity, which can be matched into the content models as depicted in Figure 2.1.

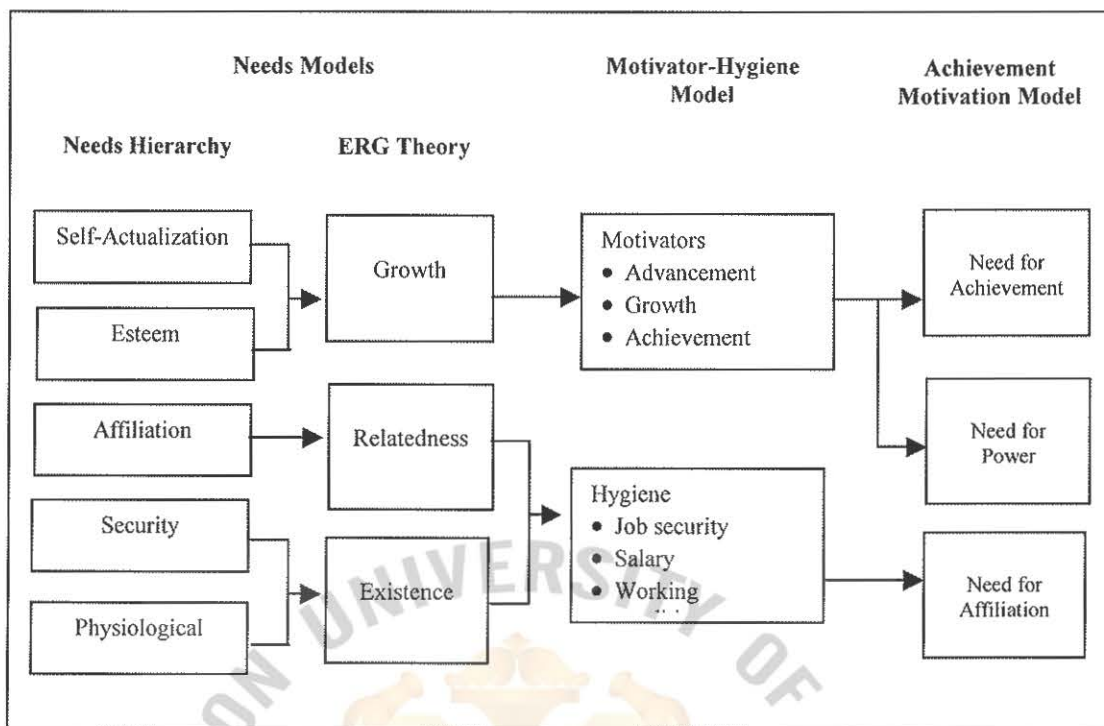


Figure 2.1 Matching Content Models
(Don Hellriegel, John W. Slocum, Jr., Richard W. Woodman (1998), Organizational Behavior, 8th Edition, figure 5.6 Matching Content Models.

2.6 Key ideas/theories synthesis of the study

People try to understand the causes of behavior in order to gain predictability and control over future behavior. Organizational behavior seeks to analyze and interpret human behavior in the work place. The more managers understand individual differences, the better they can work with others. Personality is one factor of individual difference, which differs from one individual to another.

There are four types of personality theory that described the details of personality. Traits theory comparing to other theories is most suitable theory for describe the personality traits. The reason is that in order to study the affect of personality on the job performance, we should break down behavior pattern into a

series traits which have mentioned in the trait theory. Many theorists and researchers have described on personality traits. Starting from Allport (1937), Cantell (1973) have developed the various kind of personality traits. Tupes and Christal (1961 and 1992) together with Norman (1963) and Digman (1981) have used a variety of traits into five factors which different names but actually referred to same label of traits. Those are extraversion, agreeableness, openness to experience, conscientiousness, and emotional stability which referred to the "Big 5". Barrick and Mount (1991) and Tett, Rothstein & Jackson (1991) also have a research concerning about the relationship of the "Big 5" and job performance.

Motivation can be a determinant of effective performance. The personality traits are one of factor that influence motivation. Theory of Herzberg (1959) mentioned about two types of factors that affect a person's motivations: motivator and hygiene. Motivator is referred to advancement growth and achievement and hygienes as job security, salary and work condition. The content in this theory can be matched to Theory of Maslow and Alderfer.

Intrinsic and Extrinsic Reward are the factors that also affect the job performance. Hamerstone (1987) and Dubrin (1997) have described the integration of Intrinsic and Extrinsic Reward in the work place. There are suggesting being the important components of effective organization.

Barrick and Mount (1991) have a research concerning personality traits and Job performance. They found that personality traits could be used to predict of job performance. Hollenbeck (1987) and Hellriegel & Slocum and Woodman (1998) also mentioned about the personality traits can interfere with and individual's effectiveness.

CHAPTER 3

RESEARCH FRAMEWORKS

The purpose of this section is to address the theoretical concepts and their applications of personality traits and impact on motivational factors in order to come-up with a Conceptual Framework.

3.1 Theoretical Framework

The “Big Five” is emerging as a consensus that a five-factor model of personality describes the most salient aspects of personality. The application of the five-factor model has been used in the area of personnel selection, as it appears that the classification of personality into the five factors substantially improve the ability of personality traits to predict an individual’s job performance. Norman & Digman (1989) has labeled the five-factor model as Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Openness to Experience. The motivator, which is a combined function of individuals’ perceptions, that effort is led to performance and then the value of the results of its performance. There is supposed to be a relationship between the level of task performance and intrinsic or extrinsic rewards. There is the relationship between an interactive view of the personality and motivations. Job activities are conceptualized as they involve a series of person-environment interactions which each demanding is a somewhat different set of behaviors for effective work motivators.

In this aspect, the adaptation and integration of “Big-Five Personality and Motivators” therefore incept the theoretical framework for this study. These are to

be used for the study of examining the relationship between personality in correlation with intrinsic and extrinsic motivators. The general framework for this study is diagrammed in Figure 3.1.

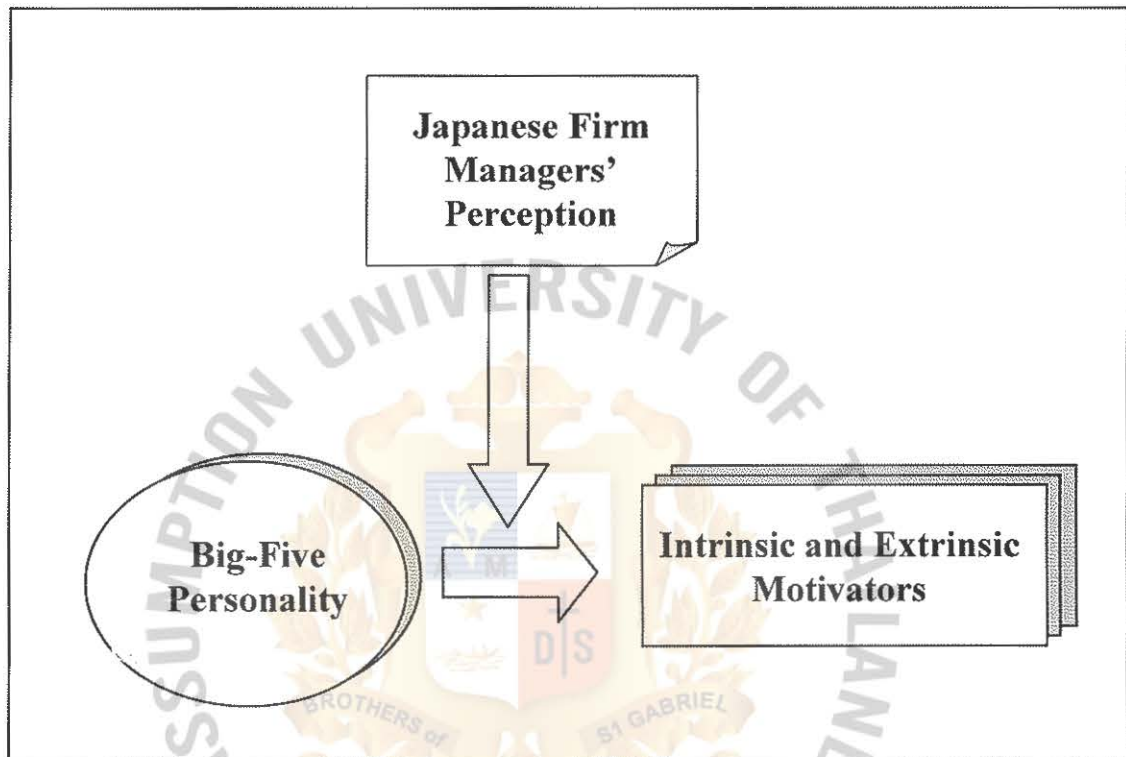


Figure 3.1 Theoretical Framework for Japanese Firm Manager's perception on Personality towards Motivators

Based on the above theoretical framework, this model identifies the Big Five traits in effect to predict the various dimensions of extrinsic and intrinsic motivator.

3.2 Conceptual Framework

The conceptual framework, as shown in Figure 3-2, has presented two independent variables: 1) Demographic Profile (nationality, sex, age, educational attainment, and length of service, nature of work and nature of business) and 2) Personality Traits (Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Openness to Experience). The dependent variable is Motivators (Intrinsic and Extrinsic). For better understanding of the above framework, Figure 3.2 shows an *integrated conceptual framework of variables*, which have been scrutinized in Literature Review under Chapter 2 .

To relate these variables into the conceptual Framework, each of these variables is to be used for developing the statements of hypothesis. This is to test the relationship and impact on Motivators. The variables are expanded to generate a sub-sub variables to be measured in the survey questionnaire.

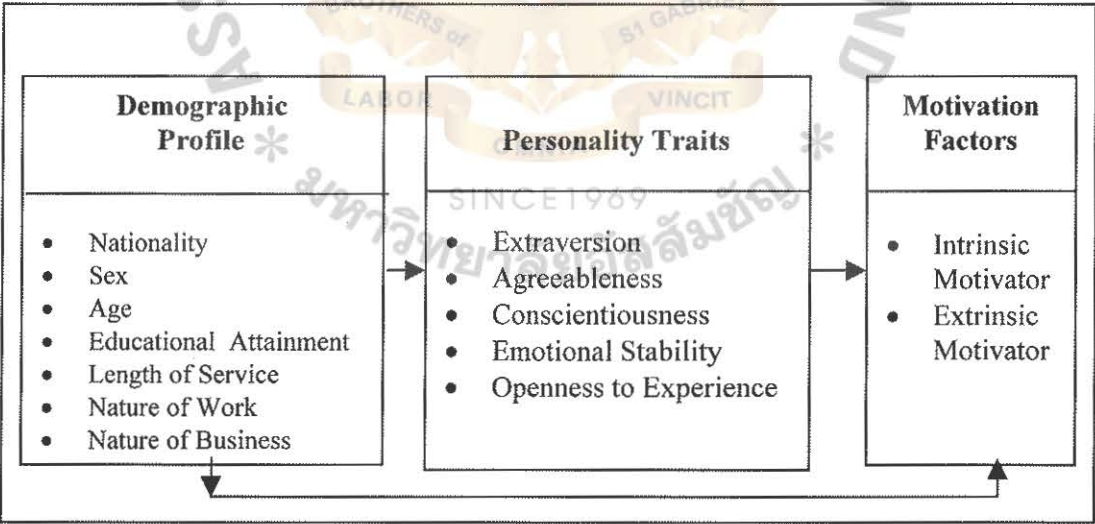


Figure 3.2 Conceptual Framework of the Study

3.3 Research Hypotheses

The research hypotheses of the study are as following :

- Ho₁:** There is no significant relationship between demographic profile and personality traits.
- Ha₁:** There is a significant relationship between demographic profile and personality traits.
- Ho₂:** There is no significant relationship between demographic profile and motivators.
- Ha₂:** There is a significant relationship between demographic profile and motivators.
- Ho₃:** There is no significant relationship between personality traits and motivators.
- Ha₃:** There is significant relationship between personality traits and motivators.
- Ho₄:** There are no differences in the responses of Thai and Japanese managers in terms of personality traits and motivators.
- Ha₄:** There are differences in the responses of Thai and Japanese managers in terms of personality traits and motivators.

3.4 Operational of the Independent and Dependent Variables

The various independent and dependent variables as derived from the literature and modified into the research framework requiring rectification are operationalized as explained below and are measured in the form of ordinal scale in the questionnaire.

3.4.1 Personality traits. The personality traits for this study consist of Extraversion, Agreeableness, Conscientiousness, Emotional Stability and Openness to Experience.

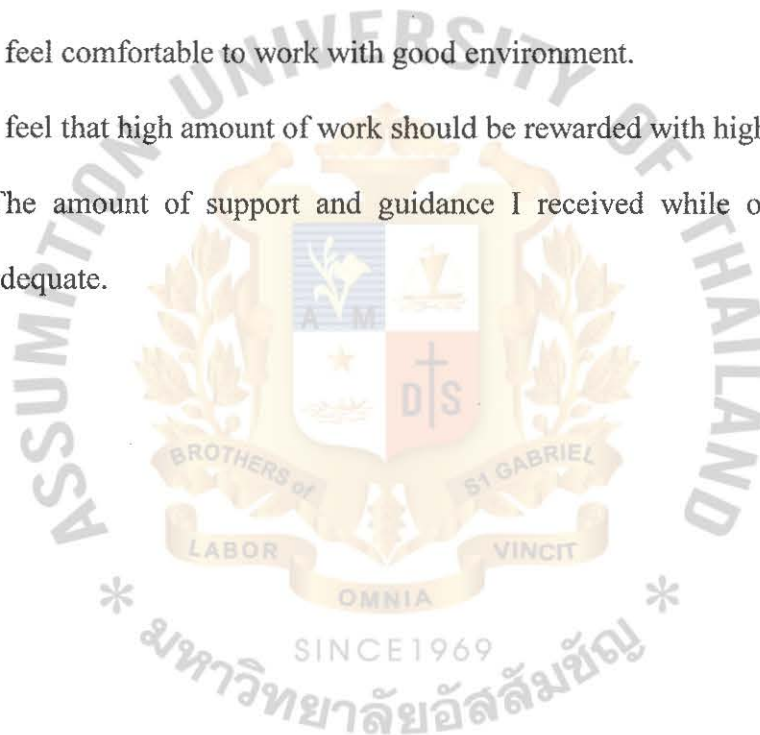
- Extraversion : This variable refers to a personality dimension describing someone who is sociable ,talkative, and assertive. This is comprised of statements like
 - I enjoy taking care of other people needs.
 - I usually enjoy spending time talking with friends about social events or parties.
 - I 'm usually the one who takes the first step in making new friends.
- Agreeableness : This variable refers to a personality dimension that describes someone who is good-natured , cooperative, and trusting. Following types of sentences are used to measure this variable :
 - In a situation where I'm in charge, I feel comfortable giving people directions.
 - I would rather cooperate with others than compete with them.
 - It seems that most people I meet can't really be trusted.
- Conscientiousness : This variable refers to a personality dimension that describes someone who is responsible ,dependable ,persistent, and achievement oriented. To operationalize this variable , following sample of statement are used :
 - In making a decision, I always think carefully about what's right and proper.
 - I think that being free to do what I want is more important than good manners and respect for the rule.

- I'm somewhat of a perfectionist and like to have things done just right.
- In carrying out a task, I'm not satisfied unless I give care attention even to small detail.
- Emotional stability: This variable refers to a personality dimension that characterizes someone as calm, enthusiastic, secure (positive) versus tense, nervous, depressed, and insecure (negative). The following set of sentences is used to measure the variable.
 - I have more ups and downs in mood than most people I know.
 - I occasionally feel too responsible for the things that happen around me.
 - I tend to be too sensitive and worry too much about something I've done.
- Openness to experience: This variable refers to a personality dimension that characterizes someone in terms of imaginativeness, artistic sensitivity and intellectualism. This is measured by the following set of statements.
 - I get new ideas about all sorts of things, too many to put into practice.
 - I like to think better ways of doing things than to follow well-tried ways.
 - I like to think out ways in which our world could be changed to improve it.

3.4.2 Motivation Factors. The motivator factors in this study refers to the tasks people actually do in job content, they are sources of job satisfaction. They consisted of intrinsic and extrinsic motivator.

- Intrinsic Motivator: This is the personal satisfaction outcomes such as achievement, self-recognition, and personal growth as well as the pleasure or value one receives from the content of a work. To operationalize this variable, following sample of statements are used :
 - I feel a sense of personal satisfaction when I do this job well.

- I like to get to know other people while on the job.
- When I perform my job well, it contributes to my personal growth and development.
- Extrinsic Motivator: This is the outcome supplied by the organization such as pleasant working conditions, a fair salary, status, job security, and fringe benefits as well as rewards received from the environment surrounding the context of the work. Following types of sentences are used to measure this variable :
 - I feel comfortable to work with good environment.
 - I feel that high amount of work should be rewarded with higher pay.
 - The amount of support and guidance I received while on the job was adequate.



CHAPTER 4

RESEARCH METHODOLOGY

4.1 Methods of Research Used

The researcher had made of use the Descriptive Method and Correlational research to describe the quantitative terms and the degree to which variables were related. The normative survey was considered to be the most appropriate and convenient. Some of the data in this study was taken from documentary analysis and elicited from relevant published materials and annual accomplishment reports.

4.2 Universal population for Research

The criterion on the universal population for this study was drawn from the list of the companies who are the members of the Japanese Chamber of Commerce (JCC) in Bangkok, Thailand as of April 1, 1999. The size of population was therefore based on random sampling process drawn from 7 business groups out of 15 business groups members of JCC. These business groups were consisting of 704 companies as listed the members of JCC in Bangkok, Thailand.

4.3 Respondents and Sampling Procedures

For this study, the specific criteria used to select the prospect respondents are managerial positions of Thai and Japanese managers who work for those Japanese companies and are the members of the Japanese Chamber of Commerce (JCC). Those

selected random business groups are Automobile, Finance, Insurance & Securities, Transportation, Electric and Electronic, Tourism and Hotel, Construction, and Trading House.

In order to optimize the generalization of this study, Gary Anderson, Fundamentals of Educational Research as presented in Table 4.1 were based to apply for the sampling size by using 95% Confidence Interval. Therefore, the sizes of the sample respondents in applicable to 1,000 population were 277 companies plus additional ten percentage of required sampling errors.

The sample size was drawn by Simple Random Sampling Process by which each Thai or Japanese Managers had an equal chance for being selected as participants and where each combination of participants was equally similar. Two sets of questionnaires were distributed to the selected random sampling companies with each one was for Thai Manager and Japanese Manager. Correspondingly, the actual sample size to be collected for this study was 610 responses of respondents from 305 selected companies, which could be classified into 7 business groups as follows: -

Table 4.1 Sample Respondents of the Study

Business Group	Size of Population	Sample of Respondent
Finance , Insurance & Securities	70	61
Transportation	75	41
Automobile	157	112
Electric & Electronic	161	52
Tourism & Hotel, Construction and Trading House	241	81
Total	704	347

4.4 Research Instruments/Questionnaire

A set of questionnaire was developed to examine the degree to which each type of the personality traits and their impact on intrinsic and extrinsic motivators. The survey instruments, entitled “Personality Traits” as conducted by Digman, 1990 and “Intrinsic and Extrinsic Motivators” adapted from Cammann, Fichman, Jenkins and Klesh, 1979 are designed to systematic analysis and practical application of the examination on the statement of problems and hypothesis, which was attached in Appendix A.

The questionnaire used in this study were consisted of three distinct parts as following:

Table 4.2 Theoretical Sample Sizes for Difference Sizes of Population and a 95 per cent level of certainty.

Population	Required Sample for Tolerable Error			
	5%	4%	3%	2%
100	79	85	91	96
500	217	272	340	413
1,000	277	375	516	705
5,000	356	535	897	1,622
50,000	381	593	1,044	2,290
100,000	382	596	1,055	2,344
1,000,000	384	599	1,065	2,344
25,000,000	384	600	1,067	2,400

Source: Anderson Gary, *Fundamentals of Educational Research* p. 202.

- 1) Part I was composed of the demographic profiles.
- 2) Part II was composed the personality traits measurements.
- 3) Part III was composed of the intrinsic and extrinsic motivators.

The questionnaire was designed to answer the questions stated in the statement of problems and hypothesis as follows:

1) Question no. 1 was answered by Part I of the instrument on the respondents' demographic profiles in term of nationality; sex; age; educational attainment; length of service; nature of work; and nature of business.

2) Question no. 2 was answered by Part II of the instruments for identifying the perception of respondent's personality traits as of determinant traits.

3) Question no. 3 was answered by Part III of the instruments for identifying the perceptions of respondents on motivators in terms of intrinsic and extrinsic motivators.

4) Question no. 4 was answered after analyzing by Part I, Part II and Part III of the instruments to identify the relationship between demographic profile to personality traits and motivators.

5) Question no. 5 was answered after analyzing by Part II, and Part III to identify the significant relationship of respondents' perceptions between personality traits and motivators.

6) Question no. 6 was answered after analyzing by Part I, Part II, and Part III of the instruments to identify the relationship between demographic profile to personality traits and motivators.

The questionnaire was concise multiple items of five points rating scale (Likert-Scale). The formation of questionnaires was constructed based on the basic conceptual framework as depicted in Table 4.2, Table of Specifications.

Table 4.3 Table of Specifications.

Part	Question No.	Issues	Descriptions
I	1	Demographic Profile	Nationality
I	2	Demographic Profile	Sex
I	3	Demographic Profile	Age
I	4	Demographic Profile	Educational Attainment
I	5	Demographic Profile	Length of Service
I	6	Demographic Profile	Nature of Work
I	7	Demographic Profile	Nature of Business
II	1- 10	Big-Five Personality	Extraversion
II	11 – 20	Big-Five Personality	Agreeableness
II	21 - 30	Big-Five Personality	Conscientiousness
II	31 – 40	Big-Five Personality	Emotional Stability
II	41 - 50	Big-Five Personality	Openness to Experience
III	1 – 10	Motivators	Intrinsic Motivator
III	11 – 20	Motivators	Extrinsic Motivator

4.5 Collection of Data/Gathering Procedures

The documentary research was used to gather available data from internet, books, journal, thesis, and other research paper, which are related to personality, and motivators. Prior to distribute the questionnaires, the researcher hired translator specialist to translate the actual questionnaire survey instrument into Thai language in order to ensure the same meaning and minimize the interpretation errors. The questionnaires were mailed out to the selected Japanese Companies for the attention of Human Resource Department and call for clarification of the thesis purpose and

ask for help giving out each questionnaire to Thai manager (Thai Version) and Japanese Manager (English Version) with stamped addressed envelope. This was in order to provide the respondents convenient at lowest cost to respond.

4.6 Statistical Treatment of Data

The questionnaire survey collected was encoded and processed by SPSS statistical software for evaluation and analysis of the following statement of the problems:

1) Question No. 1 - used of Percentage and Frequency Distribution such as mean, standard deviation, range, ratio, etc.

2) Question No. 2 and 3 used of Average Weighted Means, measuring the perception of responses of respondents toward the personality traits and motivators. Mean scores used to measure the different perception of respondents. For this research study, the mean scores were weighted into two categories as follows:

Perception Average Weighted Mean for Personality Traits

Rating Scales	Interpretation
5.00 – 4.20	Practically Never
4.19 – 3.40	Once in Great While
3.39 – 2.60	Occasionally
2.59 – 1.80	Fairly Often
1.79 – 1.00	Very Often

Perception Average Weighted Mean for Motivators

Rating Scales	Interpretation
5.00 – 4.20	Strongly Agree
4.19 – 3.40	Agree
3.39 – 2.60	Neutral/Uncertain
2.59 – 1.80	Disagree
1.79 – 1.00	Strongly Disagree

3) Question no. 4 used of Bivariate Correlation Test (Pearson correlation) and t test for analyzing the relationship and correlation between personality traits and motivators. From this study, the correlation coefficient was to measure the extent of which variables varied in the same way. Correlation coefficients generally range – 1.00 to +1.00 as follows:

-1.00	Perfect negative correlation
-0.95	Strong negative correlation
-0.50	Moderate negative correlation
-0.10	Weak negative correlation
0.00	No correlation
+0.10	Weak positive correlation
+0.50	Moderate positive correlation
+0.95	Strong positive correlation
+1.00	Perfect positive correlation.

4) Question no. 5 used of Chi-square Test, analyzing the relationship of demographic profile to personality and motivators.

5) Question no. 6 used of Analysis of Variance (ANOVA), determining whether there were any differences between the Thai Manager and Japanese Manager respondents to personality traits and motivators.

CHAPTER 5

PRESENTATION OF DATA AND CRITICAL DISCUSSION OF RESULTS

This chapter presented the data and interpretation of findings from the respondents who are managers working in Japanese company and members of Japanese Chamber of Commerce (JCC). The findings are presented in five sections as follows:

- 1) The Demographic Profile of Respondents.
- 2) The Perceptions of Respondents regarding the Personality Traits and Motivators of Manager.
- 3) The Relationship between Demographic Profile to Personality Traits and Motivators.
- 4) The Relationship of Managers' Perceptions between Personality Traits and Motivators.
- 5) The Comparison of any differences in the Responses of Thai and Japanese Manager in terms of Personality Traits and Motivators.

5.1 The Demographic Profile of Respondents

Total number of company being randomly selected for this survey were 305 out of 704 companies representing 43.1 percent of total company population. Each company was distributed by 2 sets of questionnaire, one for Japanese and another one for Thai Manager, so total of 610 questionnaire were distributed. The total

valid returned response of respondents were 347 respondents, representing 56.9 percent which were based for critical results discussion for this study. The demographic profiles were presented through the usage of frequency distribution including percentage as shown followed:

5.1.1 Respondents nationality. Among the 347 responses from the respondents, 72 respondents were Japanese Managers and the 275 respondents were Thai Managers which were equivalent to 20.7 percent and 79.3 percent respectively as illustrated in Table 5.1.

Table 5.1 Frequency Distribution by Nationality

Description	Frequency	Percent
• Japanese Manager	72	20.7
• Thai Manager	275	79.3
• Total	347	100.0

5.1.2 Sex. The 219 respondents out of the 347 respondents were male which represented 63.1 percent, whereas the 128 respondents or 36.9 percent were female as shown in Table 5.2 below.

Table 5.2 Frequency Distribution by Sex

Description	Frequency	Percent
• Male	219	63.1
• Female	128	36.9
• Total	347	100.0

5.1.3 Age level. Among the 347 respondents, the majority of respondents were in the age bracket 41- 50 years old, which are 31.7 percent, or 110 respondents. While the remaining 23.9 percent or 83 respondents and 24.5 percent or 85 respondents were in the age level of 31-35 years and 36-40 years respectively. There were only 8.4 percent or 29 respondents or the least population, which was categorized in the age level of 30 years and below.

Table 5.3 Frequency Distribution by Age Level

Description	Frequency	Percent
• 30 years and below	29	8.4
• 31 – 35 years	83	23.9
• 36 – 40 years	85	24.5
• 41 – 50 years	110	31.7
• 51 years and above	40	11.5
• Total	347	100.0

5.1.4 Educational attainment. As illustrated represented in Table 5.4, the majority had the highest educational level of Bachelor’s Degree and represented by 237 respondents or 68.3 percent. Meanwhile 59 respondents or 17 percent belonged to the educational level lower than Bachelor’s Degree whereas 51 respondents or 14.7 percent were Master /Doctorate Degree.

Table 5.4 Frequency Distribution of Educational Attainment

Description	Frequency	Percent
• Elementary School	4	1.2
• High-School	29	8.4
• Vocational /Diploma	26	7.4
• Bachelor Degree	237	68.3
• Master/Doctorate Degree	51	14.7
• Total	347	100.0

5.1.5 Length of service. With regard to the Length of Service, it had shown that 62.8 percent of the respondents were working for the company more than 5 years while the remaining 37.2 percent were working at the company less than 5 years as illustrated in Table 5.5.

Table 5. 5 Frequency Distribution of Length of Service

Description	Frequency	Percent
• 2 years and below	50	14.4
• 3 – 5 years	79	22.8
• 6 – 8 years	40	11.5
• 9 –12 years	59	17.0
• 13 years and above	119	34.3
• Total	347	100.0

5.1.6 Nature of work. For the nature of work responsibility, the most respondents were in the Sales & Marketing Department, which were 90 respondents or 25.9 percent, and it represented the highest population size in this study. The second highest population size was Production and Logistics

Department, which were 70 respondents or 20.2 percent. The third were the Personnel and Administration Department, which were 51 respondents or 14.7 percent. The forth were Financial and Accounting Department which were 46 respondents or 13.3 percent. The remaining respondents were in QA Department, Computer Department, representing 90 out of 347 respondents for 25.9 percent.

Table 5.6 Frequency Distribution of Nature of Work

Description	Frequency	Percent
• Sales and Marketing	90	25.9
• Financial and Accounting	46	13.3
• Personnel and Administration	51	14.7
• Production and Logistic	70	20.2
• Others (QA, Computer ,R&D)	90	25.9
• Total	347	100.0

5.1.7 Nature of business. There were 112 persons from 347 respondents or 32.3 percent working in Automobile Industry and 61 respondents or 17.6 percent, 41 respondents or 11.8 percent and 52 respondents or 15.0 percent were working in Finance, Insurance & Securities, Transportation and Electric & Electronic companies respectively. And the remaining of 81 respondents or 23.3 percent were working in Tourism & Hotel, Construction and Trading House companies as shown in Table 5.7.

Table 5.7 Frequency Distribution of Nature of Business

Description	Frequency	Percent
• Finance, Insurance & Securities	61	17.6
• Transportation	41	11.8
• Automobile	112	32.3
• Electric and Electronic	52	15.0
• Others (Tourism & Hotel, Construction and Trading House)	81	23.3
• Total	347	100.0

5.2 The Overall Perception of Respondents toward the Personality Traits

From the surveyed it was found that 347 respondents showed their perceptions towards personality trait for the managers who worked in the Japanese Companies. The personality traits for this study consisted of Extraversion, Agreeableness, Conscientiousness, Emotional Stability and Openness to Experience.

5.2.1 Extraversion. According to Table 5.8, the managers rated their personality traits as “neutral” in terms of extraversion. They did not indicate exactly whether their personality traits were either extraversion or introversion, this depended on the situation they faced. However, they needed a lot of affectation or enthusiasm in taking care of the others. But they did not like to have other people around them. They liked privacy so that they could think or solve the problem without interruptions from the others.

Table 5.8 Managers' Perception toward Extraversion

Descriptions	N	Perception	
		Mean	Qualitative Rating
• I enjoy taking care of other people's needs.	347	2.22	Fairly Often
• I'm not comfortable talking or showing my feelings of affection or caring.	347	3.09	Occasionally
• I usually enjoy spending time talking with friends about social events or parties.	347	2.63	Occasionally
• I'd prefer to spend an evening working on a quiet hobby.	347	2.80	Occasionally
• I'm usually the one who takes the first step in making new friends.	347	2.73	Occasionally
• When I'm in a group, I usually sit and listen and let others do most of the talking.	347	2.86	Occasionally
• I tend to be reserved and keep my problems to myself.	347	3.24	Occasionally
• I find it easy to talk about my life, even about the things that others might consider quite personal.	347	3.19	Occasionally
• I usually like to do my planning alone, without interruptions and suggestions from others.	347	3.29	Occasionally
• I like it best when I have people around me.	347	3.47	Once in a great while
• Overall Extraversion	347	2.95	Occasionally

5.2.2 Agreeableness. The personality trait in term of agreeableness was considered to be an important trait for managers. Most managers were good-natured and cooperative with the people that they are working. They trusted people who they are dealing with. According to Table 5.9 the overall average weighted mean fall in fairly often level, which reflected that they compromised with the other to get the job done.

Table 5.9 Managers' Perception toward Agreeableness

Descriptions	N	Perception	
		Mean	Qualitative Rating
• In a situation where I'm in charge, I feel comfortable giving people directions.	347	1.93	Fairly Often
• If people are doing something wrong, I usually tell them what I think.	347	2.23	Fairly Often
• If being polite and pleasant doesn't work, I can be tough and sharp if I need to.	347	2.31	Fairly Often
• When others don't see things my way, I can usually get them to come around.	347	2.39	Fairly Often
• If I notice that another person's line of reasoning is wrong, I usually point it out.	347	2.24	Fairly Often
• I always pay attention to other person's motives.	347	2.24	Fairly Often
• It seems that most people I meet can't really be trusted.	347	3.66	Once in a great while
• I would rather cooperate with others than compete with them.	347	2.01	Fairly Often
• I feel angry when others criticize me.	347	3.23	Occasionally
• I can only argue for ideas that I already have.	347	3.04	Occasionally
• Overall Agreeableness	347	2.53	Fairly Often

5.2.3 Conscientiousness. The personality traits of conscientiousness such as responsibility, persistent, rules-conscientiousness, perfectionism and achievement oriented were mainly perceived by most managers. Most managers' behavior tended to be the achievement oriented and rule – conscientiousness. while some managers perceived that being free to do what they wanted with no respect to the rules or leaving something for a chance rather than making complex plan in every detail were occasionally importance.

However, the result had shown that most of managers fairly often behaved in these personality traits. This indicated managers to realize that having a good plan,

clear objectives, follow and respect the rule were essential for them to achieve and complete their job.

Table 5.10 Managers' perception toward Conscientiousness

Descriptions	N	Perception	
		Mean	Qualitative Rating
• I value respect for rules and good manners more than easy living.	347	2.10	Fairly Often
• In making a decision, I always think carefully about what's right and proper.	347	2.10	Fairly Often
• I think that being free to do what I want is more important than good manners and respect for rules.	347	2.91	Occasionally
• Most rules are made to be broken when there are good reasons for it.	347	2.71	Occasionally
• If bank were careless and didn't charge for something, I'd feel I had to point it out and pay.	347	2.30	Fairly Often
• I'm somewhat of a perfectionist and like to have things done just right.	347	1.94	Fairly Often
• When I do something, I usually take time to think of everything I'll need for the job first.	347	2.16	Fairly Often
• In carrying out a task, I'm not satisfied unless I give careful attention even to small detail.	347	2.33	Fairly Often
• I usually leave some things to chance rather than make complex plans about every detail.	347	3.01	Occasionally
• I like to plan ahead so that I don't waste time between tasks.	347	2.11	Fairly Often
• Overall Conscientiousness	347	2.37	Fairly Often

5.2.4 Emotional stability. With regard to personality traits in terms of emotional stability, it characterized in both positive and negative way. The feeling of emotional stability, sensitivity, tensions of managers were in average of occasionally level. In some feeling of emotional stability and tensions, managers could control themselves not to show bad mood and could tolerate for the other

critical thinking. Meanwhile, it was fairly for in managers who were calm and enthusiastic to deal with other people.

The result had shown that managers were in between positive and negative feeling. If they could control their feeling in positive emotional stability, they would behave in a good manner.

Table 5.11 Managers' perception toward Emotional Stability

Descriptions	N	Perception	
		Mean	Qualitative Rating
• There are times when I don't feel in the right mood to see anyone.	347	3.16	Occasionally
• In my everyday life, I hardly ever meet problems that I can't cope with.	347	2.97	Occasionally
• I have more ups and downs in mood than most people I know.	347	3.47	Once in a great while
• I prefer reading rough and realistic action stories more than sensitive imaginative novels.	347	3.29	Occasionally
• I occasionally feel too responsible for things that happen around me.	347	2.44	Fairly Often
• I tend to be too sensitive and worry too much about something I've done.	347	2.83	Occasionally
• I consider myself less of a worrier than most people.	347	3.28	Occasionally
• It's hard to be patient when people criticize me.	347	3.43	Once in a great while
• Occasionally I get frustrated with people too quickly.	347	3.48	Once in a great while
• Even when someone is slow to understand what I'm explaining, it's easy for me to be patient.	347	2.39	Fairly Often
• Overall Emotional Stability	347	3.07	Occasionally

5.2.5 Openness to experience. As shown in Table 5.12, managers were characterized by openness to change. Most of them were interested in new and creative idea, which could apply to the job. They had tried to find out the better way to change and improve the job. However they were occasionally not sure that their ideas could be implemented or put into practice. However, overall weighted was in fairly often level.

Table 5.12 Managers' perceptions toward Openness to Experience

Descriptions	N	Perception	
		Mean	Qualitative Rating
• I get into trouble because I occasionally pursue my own ideas without talking them over with the people involved.	347	3.07	Occasionally
• I get new ideas about all sorts of things, too many to put into practice.	347	2.45	Fairly Often
• I get so interested in thinking about ideas that I occasionally overlook practical details.	347	2.53	Fairly Often
• My thought is too deep and complicated for many people to understand.	347	3.12	Occasionally
• People often say that my ideas are realistic and practical.	347	2.62	Occasionally
• I like to think better ways of doing things than to follow well-tried ways.	347	2.42	Fairly Often
• I find people more interesting if their views are different from most people.	347	2.08	Fairly Often
• Work that is familiar and routine makes me feel bored and sleepy.	347	2.63	Occasionally
• I like to think out ways in which our world could be changed to improve it.	347	2.10	Fairly Often
• When I find I differ with someone on social views, I prefer to discuss what our basic differences mean.	347	2.61	Occasionally
• Overall Openness to Experience	347	2.56	Fairly Often

5.3 The Overall Perception of Respondents toward Motivators

5.3.1 Intrinsic motivator. The factors in this category of intrinsic motivators were deal with achievement, activity, independent, social status, security, ability utility, responsibility and creativity. The result had shown that most managers were interested in all items of intrinsic motivators and overall weighted mean was in agreeable level. The only uncertain perception was that managers were not sure of having a chance to work alone on the job.

Table 5.13 Managers ' Perceptions toward Intrinsic Motivator

Descriptions	N	Perception	
		Mean	Qualitative Rating
• I feel a sense of personal satisfaction when I do this job well.	347	4.18	Agree
• When I perform my job well, it contributes to my personal growth and development.	347	4.01	Agree
• I like to keep myself busy all the times.	347	3.89	Agree
• I like to have the chance to work alone on the job.	347	2.82	Uncertain
• I like to get to know other people while on the job.	347	3.79	Agree
• My job provides for steady employment.	347	3.66	Agree
• I feel secured when things look better in the future in this organization.	347	3.72	Agree
• I like to have the chance to do something that use of my ability.	347	4.13	Agree
• I like to have the freedom to use my own judgement.	347	4.07	Agree
• I like to have the chance to try my method of doing the job.	347	4.02	Agree
• Overall Intrinsic Motivator	347	3.83	Agree

5.3.2 Extrinsic Motivator. With regard to the extrinsic motivator, most managers had difference perception in each factor such as company policy and administration that were fallen into uncertain level, while work condition were in the strongly agree level. These meant managers were comfortable and preferable to work in good environment. For the extrinsic motivator on supervision, technical, human relations and compensation were rating in agreeable level and the overall perception toward extrinsic motivator was in agreeable level.

Table 5.14 Managers ' Perceptions toward Extrinsic Motivator

Descriptions	N	Perception	
		Mean	Qualitative Rating
• I like to have the respect and fair treatment from my boss.	347	4.16	Agree
• The amount of support and guidance I received while on the job was adequate.	347	3.68	Agree
• The overall quality of the supervision I receive in my work is adequate.	347	3.56	Agree
• The degree to which I am fairly paid for what I contribute to the organization is enough.	347	3.46	Agree
• I feel that high amount of work should be rewarded with higher pay.	347	3.43	Agree
• The company policies are put into practice and are acted upon.	347	3.35	Uncertain
• I like to have the chance to tell people what to do.	347	3.87	Agree
• I feel comfortable to work with good environment.	347	4.20	Strongly Agree
• Handling more work increases my chance for promotion.	347	3.93	Agree
• I like the supervisors who listen to subordinate who do the effective work.	347	4.27	Strongly Agree
• Overall Extrinsic Motivator	347	3.79	Agree

5.4 The Relationship between Demographic Profile to Personality Traits and Motivators.

5.4.1 Demographic Profile to Personality Traits. Based on the finding results of 347 respondents, the relationships between the demographic profile to personality traits could be described as frequency table below. Table 5.15 had shown that most of the respondents were Thai Managers (81.6 percent) while the remaining respondents were Japanese Managers (18.4 percent). The cross-tab of nationality and personality traits had presented the percentage of each answer, both Thai and Japanese Managers' s perception toward personality which were mainly in occasionally level. In comparison to the gender of the respondents, it had shown that 61.7 percent were male whereas 38.3 percent were female. It represented that both male and female had perceived in occasionally level of personality traits. When consider the respondents at difference level of age toward personality traits, Table 5-15 present the range of age at 41-50 years. This represented 32.3 percent of respondents who were the most population sampling size of this study in perceiving occasionally level (28.5 percent) and very often level (3.8 percent) of personality traits.

In term of highest level of education, it was found that the majority of respondents were fallen into Bachelor Degree (69.9percent) whereas very often level (6.0 percent) and occasionally level (63.9 percent) perceived in personality traits. The cross-tab of educational attainment and personality traits presented percentage of each answer, in which, most of the respondents' perceptions toward personality traits were in occasionally level (89.9 percent).

For the length of service, the manager who had been worked with the company for more than 13 years (33.9 percent) were mostly perceived personality traits in occasionally level (31.6 percent) and very often level (2.2 percent).

With regards to nature of work (department), the respondents in this study were distributed among various departments. They were mostly working in Sales & Marketing, 25.9 percent, in QA, Computer and R&D, 24.3 percent, while the remaining 20.8 percent, 15.7 percent, and 13.4 percent were working at Production & Logistics, Personnel & Administration and Finance & Accounting Department respectively. The cross-tab had presented the result of respondent's answers at different departments toward personality traits, where 89.8 percent of the answers are occasionally level.

Lastly, for the total 347 respondents in this study, most of respondents were working in Automobile Industry (32.7 percent), and the remaining respondents comprised of 21.9 percent in Tourism & Hotel, Construction and Trading House, 17.5 percent in Finance, Insurance & Securities, 16.2 percent in Electric & Electric and 11.7 percent in Transportation. Most of the respondents were fallen into occasionally level (89.8 percent).

For Table 5.15, it could be summarized that most of population sample respondents in each demographic profile were the perception of personality traits as occasionally level by 89.8 percent.

Table 5.15 Percentage Frequency of Demographic Profile to Personality Traits.

□ Nationality – Personality Traits

Personality Traits	Nationality (%)		Total
	Japanese	Thai	
Very often	1.3	8.5	9.8
Occasionally	17.1	72.8	89.9
Practically never	-	0.3	0.3
Total	18.4	81.6	100.0

□ Sex – Personality Traits

Personality Traits	Sex (%)		Total
	Male	Female	
Very often	5.4	4.4	9.8
Occasionally	56.3	33.5	89.9
Practically never	-	0.3	0.3
Total	61.7	38.3	100.0

□ Age Level – Personality Traits

Personality Traits	Age Level (%)					Total
	30 years and below	31 – 35 years	36 – 40 years	41 – 50 years	51 years and above	
Very often	0.3	1.9	2.5	3.8	1.3	9.8
Occasionally	7.0	22.2	22.5	28.5	9.8	89.9
Practically never	-	0.3	-	-	-	0.3
Total	7.3	24.4	25.0	32.3	11.1	100.0

□ Educational Attainment – Personality Traits

Personality Traits	Educational Attainment (%)					Total
	Elementary School	High School	Vocational/ Diploma	Bachelor Degree	Master Degree or Above	
Very often	-	0.3	1.3	6.0	2.2	9.8
Occasionally	0.6	7.6	6.0	63.9	11.7	89.9
Practically never	-	-	-	-	0.3	0.3
Total	0.6	7.9	7.3	69.9	14.2	100.0

□ Length of Service – Personality Traits

Personality Traits	Length of Service (%)					Total
	2 years and below	3 – 5 years	6 – 8 years	9 – 12 years	13 years and above	
Very often	2.2	2.5	1.6	1.3	2.2	9.8
Occasionally	11.1	21.5	10.1	15.5	31.6	89.9
Practically never	-	0.3	-	-	-	0.3
Total	13.3	24.4	11.7	16.8	33.9	100.0

□ Nature of Work – Personality Traits

Personality Traits	Nature of Work (%)					Total
	Sales & Marketing	Finance & Accounting	Personnel & Administration	Production & Logistic	Others	
Very often	2.9	1.6	2.9	0.6	1.9	9.8
Occasionally	22.7	11.8	12.8	20.1	22.4	89.9
Practically never	0.3	-	-	-	-	0.3
Total	25.9	13.4	15.7	20.8	24.3	100.0

□ Nature of Business – Personality Traits

Personality Traits	Nature of Business (%)					Total
	Finance, Insurance & Securities	Transportation	Automobile	Electric and Electronic	Others	
Very often	2.2	1.9	2.5	1.9	1.3	9.8
Occasionally	-	9.8	30.2	14.3	20.6	89.9
Practically never	0.3	-	-	-	-	0.3
Total	17.5	11.7	32.7	16.2	21.9	100.0

In Table 5.16 presented the relationship between the demographic profile to personality traits. All factors of demographic profile had insignificance relationship with personality traits. This represented that there was no significant relationship of demographic profile to personality traits.

With regard to Table 5.16, it could be described the research hypothesis through the following demographic profiles:

- Nationality – Personality Traits
= $p < .631$, Accept H_0 , no significance
- Sex - Personality Traits
= $p < .310$, Accept H_0 , no significance
- Age Level – Personality Traits
= $p < .784$, Accept H_0 , no significance
- Educational Attainment – Personality Traits
= $p < .208$, Accept H_0 , no significance
- Length of Service – Personality Traits
= $p < .477$, Accept H_0 , no significance
- Nature of Work – Personality Traits
= $p < .208$, Accept H_0 , no significance
- Nature of Business – Personality Traits
= $p < .342$, Accept H_0 , no significance

Table 5.16 Relationship between Demographic Profile to Personality Traits.

Demographic Factors	Chi-Square Test (Cramer' s)			
	N	Value	Sig.	Indicator
Nationality	347	.054	.631	Weak positive correlation
Sex	347	.086	.310	Weak positive correlation
Age Level	347	.087	.784	Weak positive correlation
Educational Attainment	347	.131	.208	Weak positive correlation
Length of Service	347	.109	.477	Weak positive correlation
Nature of Work	347	.132	.208	Weak positive correlation
Nature of Business	347	.120	.342	Weak positive correlation

5.4.2 Demographic Profile to Motivators. Regarding the relationship

of demographic profile to motivators, the result had presented in the following frequency level. The Table 5.17 shows 79 percent of respondents were Thai managers and most of respondents were the perception of agreeableness scale in motivators (67.7 percent). For the gender of respondents, most respondents were 62.9 percent in male whereas 37.1 percent in female. The results showed that most of the respondents' answers were agreeable (67.7 percent). In consideration to age level, the highest age level of respondents is 31.1 percent in 41-50 years old and only 7.5 percent were 30 years and below. The respondents at difference level of age were mostly agreeable (67.7 percent) in perception of motivators.

In the Table 5.17 showed that 82.7 percent of respondents graduated from university level. Their perceptions toward motivators were agreeable (67.7percent). It was shown that 34.4 percent of the respondents were working at the company for more than 13 years. They perceived at 22.5 percent in agreeable level, 10.5 percent and 1.5 percent in uncertain and disagreeable level respectively.

In term of Nature of Work (Department) as well as Nature of Business the respondents were distributed into various departments and business types. Regard to Nature of Work, 26 percent had been worked at Sales & Marketing Department, 25.4 percent at QA Department, Computer Department and R&D Department. While the remaining of the respondents were 20.8 percent, 15.4 percent and 12.4 percent were working at Production & Logistics Department, Personnel & Administration Department and Finance & Accounting Department respectively. Most of them were working in Automobile Industry (32.7 percent) whereas 22.2 percent were working in Tourism & Hotel Company, Construction Company and Trading House, 17.1 percent in Finance, Insurance & Securities, 15.6 percent were

working in Electric & Electronic Company and 12.3 percent in Transportation Department. The majority of respondents' answers were on agreeable level (67.6 percent).

The results had shown that in consideration of each demographic profile toward motivators, more than 50 percent of respondents perceived in agreeable level while 30.2 percent perceived in uncertain level and only 2.1 percent in disagreeable level.

Table 5.17 Percentage Frequency of Demographic Profile to Motivators

□ Nationality – Motivators

Motivators	Nationality (%)		Total
	Japanese	Thai	
Disagree	.9	1.2	2.1
Uncertain	12.6	17.7	30.2
Agree	7.5	60.2	67.7
Total	21.0	79	100.0

□ Sex – Motivators

Motivators	Sex (%)		Total
	Male	Female	
Disagree	1.5	.6	2.1
Uncertain	21.9	8.4	30.2
Agree	39.5	28.1	67.7
Total	62.9	37.1	100.0

□ Age Level – Motivators

Motivators	Age Level (%)					Total
	30 years and bellow	31 – 35 years	36 – 40 years	41 – 50 years	51 years and above	
Disagree	-	.6	.3	1.2	-	2.1
Uncertain	2.7	7.5	6.3	9.0	4.8	30.2
Agree	4.8	16.2	18.6	21.0	7.2	67.7
Total	7.5	24.	25.1	31.1	12.0	100.0

□ Educational Attainment – Motivators

Motivators	Educational Attainment (%)					Total
	Elementary School	High School	Vocational/ Diploma	Bachelor Degree	Master Degree or Above	
Disagree	-	-	-	1.8	.3	2.1
Uncertain	.3	.9	3.0	22.2	3.9	3.0
Agree	.9	7.8	4.5	44.6	9.9	67.7
Total	1.2	8.7	7.5	68.6	14.1	100.0.0

□ Length of Service – Motivators

Motivators	Length of Service (%)					Total
	2 years and bellow	3 – 5 years	6 – 8 years	9 – 12 years	13 years and above	
Disagree	.3	-	-	.3	1.5	2.1
Uncertain	3.6	9.9	3.3	3.0	10.5	30.2
Agree	9.9	12.6	8.7	14.1	22.5	67.7
Total	13.8	22.5	12.0	17.4	34.4	100.0

□ Nature of Work – Motivators

Motivators	Nature of Work (%)					Total
	Sales & Marketing	Finance & Accounting	Personnel & Administration	Production & Logistic	Others	
Disagree	.9	-	-	0.6	.6	2.1
Uncertain	8.2	3.9	3.9	6.0	8.2	30.2
Agree	16.9	8.5	11.5	14.2	16.6	67.7
Total	26.0	12.4	15.4	20.8	25.4	100.0

□ Nature of Business – Motivators

Motivators	Nature of Business (%)					Total
	Finance, Insurance & Securities	Transportation	Automobile	Electric and Electronic	Others	
Disagree	-	-	.6	.6	.9	2.1
Uncertain	4.5	3.9	10.5	4.2	7.2	30.3
Agree	12.6	8.4	21.6	10.8	14.1	67.6
Total	17.1	12.3	32.7	15.6	22.2	100.0

In Table 5.18 had presented the relationship between the demographic profile to motivators. The age, educational attainment, nature of work and nature of business of managers had weak positive relationship to motivator. This indicated that there were no significant relationship of demographic profile to motivators.

Regarding to Table 5.18, it could be described the hypothesis through the following demographic profile:

- Age Level – Motivators
= $p < .589$, Accept H_0 , no significance
- Educational Attainment – Motivators
= $p < .329$, Accept H_0 , no significance
- Nature of Work – Motivators
= $p < .855$, Accept H_0 , no significance
- Nature of Business – Motivators
= $p < .703$, Accept H_0 , no significance

However, there were only three demographic profiles which indicated that there was a significant relationships to motivators at 0.05 alpha level of significance which were Nationality ($p > .000$, Reject H_0), Sex ($p > .050$, Reject H_0), and Length of Service ($p > .031$, Reject H_0).

Table 5.18 Relationship between Demographic Profile to Motivators

Demographic Factors	Chi-Square Test (Cramer's)			
	N	Value	Sig.	Indicator
Nationality	347	.352	.000	Moderate positive correlation
Sex	347	.134	.050	Weak positive correlation
Age Level	347	.099	.589	Weak positive correlation
Educational Attainment	347	.117	.329	Weak positive correlation
Length of Service	347	.159	.031	Weak positive correlation
Nature of Work	347	.078	.855	Weak positive correlation
Nature of Business	347	.091	.703	Weak positive correlation

5.5 The Relationship of Managers' Perception between Personality Traits and Motivators

In Table 5.19 had reported the correlation of personality traits and motivators. It was shown that the extrinsic motivator was more correlated with personality traits than intrinsic motivator. Since the Pearson correlation of extrinsic motivator represented moderate negative correlation, while the intrinsic motivator showed low negative correlation. However, the overall personality traits related to the overall motivators have moderate negative correlated at -.289 of 0.01 level of significance.

As showed in Table 5.19 on pair difference relationships between overall personality traits and overall motivators, the table value of t was taken from the .01 alpha level of significance, which represented t value as follow:

$$t_{01(347)} = \pm 2.576$$
$$t = 30.858 \text{ Reject } H_0; \text{ significant at } p < .01$$

For the above, it indicated that overall personality traits and overall motivators were highly significant difference at alpha level of significance of $p < .01$.

Table 5.19 Correlation of Personality Traits to Motivators

Descriptions	Correlation			
	Statistic Tests	Intrinsic Motivators	Extrinsic Motivators	Overall Motivators
Extraversion	Pearson Correlation	.016	-.019	-.015
	Sig. (2-tailed)	.769	.731	.786
	N	347	347	347
	Indicator	Weak Positive Relationship	Weak Negative Relationship	Weak Negative Relationship
agreeableness	Pearson Correlation	-.125*	-.279**	-.290**
	Sig. (2-tailed)	.021	.000	.000
	N	347	347	347
	Indicator	Low Negative Relationship	Low Negative Relationship	Low Negative Relationship
Conscientiousness	Pearson Correlation	-.230**	-.256**	-.321**
	Sig. (2-tailed)	.000	.000	.000
	N	347	347	347
	Indicator	Low Negative Relationship	Low Negative Relationship	Low Negative Relationship
Emotional stability	Pearson Correlation	.035	.085	.033
	Sig. (2-tailed)	.524	.123	.557
	N	347	347	347
	Indicator	Weak Positive Relationship	Weak Positive Relationship	Weak Positive Relationship
Openness to Experience	Pearson Correlation	.243**	-.188**	-.280**
	Sig. (2-tailed)	.000	.001	.000
	N	347	347	347
	Indicator	Low Positive Relationship	Low Negative Relationship	Low Negative Relationship
Overall Personality Traits	Pearson Correlation	-.192**	-.209**	-.289**
	Sig. (2-tailed)	.000	.000	.000
	N	347	347	347
	Indicator	Low Negative Relationship	Moderate Negative Relationship	Moderate Negative Relationship

* Correlation is significant at the 0.05 level (2-tailed)

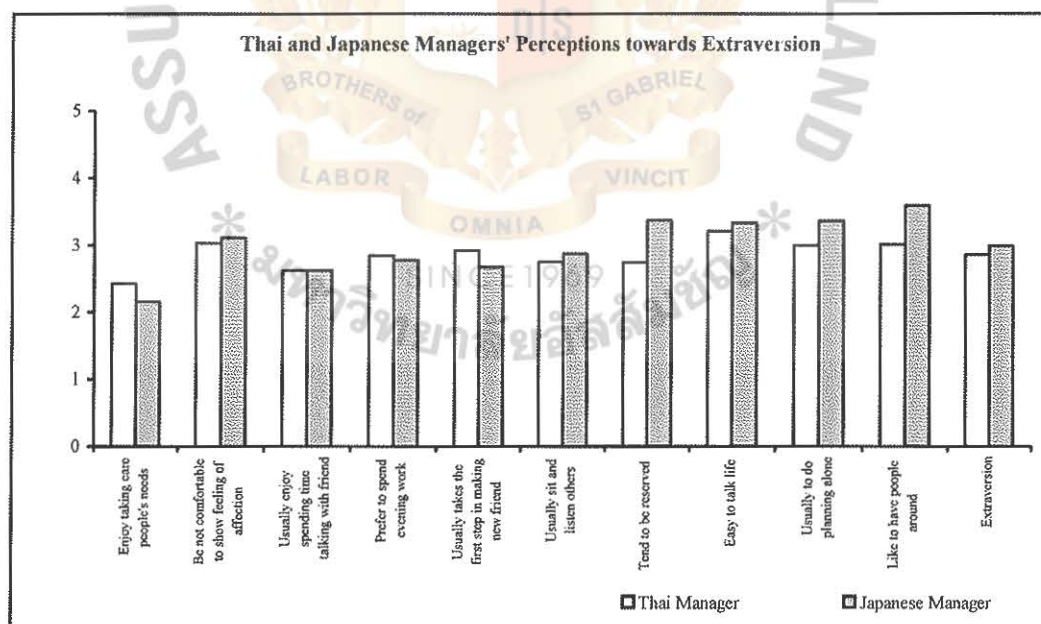
** Correlation is significant at the 0.01 level (2-tailed)

Description	Paired Difference				
	Mean	t Computed Value	df	t Tabular Value	Sig (2-tailed)
Overall Personality Traits – Overall Motivators	-1.1237	-30.858	312	2.576	.000

5.6 The Comparison of Difference in the Respondents of Thai and Japanese Managers in term of Personality Traits and Motivators.

5.6.1 Extraversion. According to Table 5.20, the results had shown that the mean score of all managers' perception toward extraversion were in occasional level. Most of managers did not indicate exactly to their perception on extraversion. Both Thai and Japanese managers were either extraversion or introversion. It depended on the situation they faced. They tended to adapt themselves according to the event. However, they preferred to take care of other people's needs but they did not like to have people around them especially for Japanese managers.

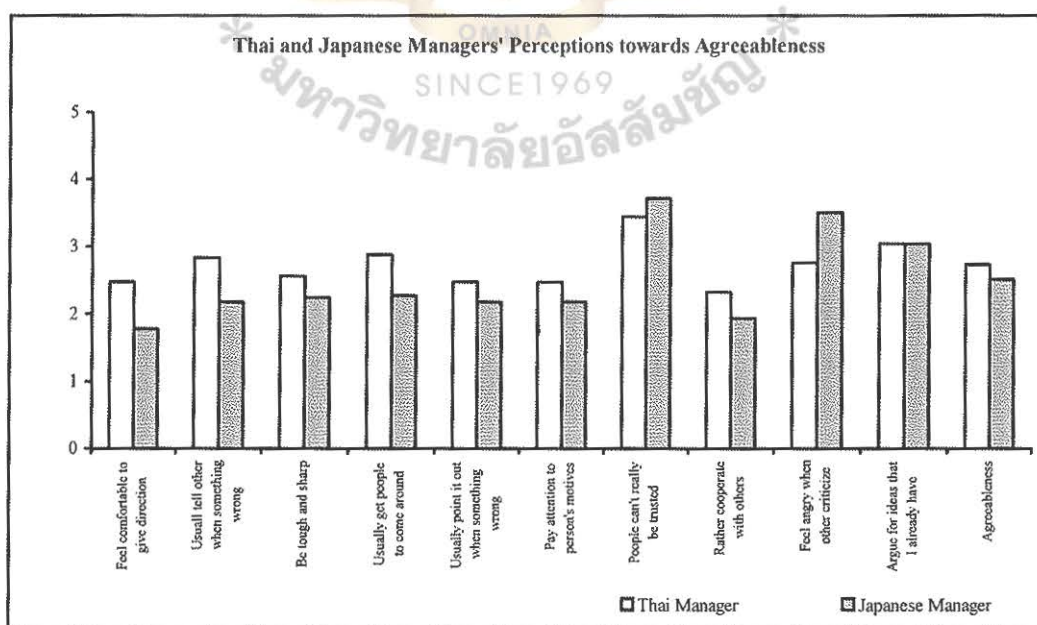
Table 5.20 Thai and Japanese Managers' Perceptions towards Extraversion



5.6.2 Agreeableness.

In Table 5.21, the results had shown that the mean score of all managers' perception toward agreeableness were in fairly often level. Most managers were good-natured and cooperative with each other. However, in some statements, the results had shown that there were the difference between Thai and Japanese managers' perception toward agreeableness. In a situation where they were in charge, Japanese Managers felt more comfortable to give people directions than Thai Managers do. Japanese Managers felt free to express their wishes and opinions to their subordinates when their subordinates did something wrong as well as when their subordinates did not understand their ideas. Japanese Managers were pleased to hear others criticize them than Thai Managers and they tended to be more cooperative with others than compete with them. Here, it was shown that Japanese Managers have more good-natured, cooperative, and trusting with others than Thai Managers.

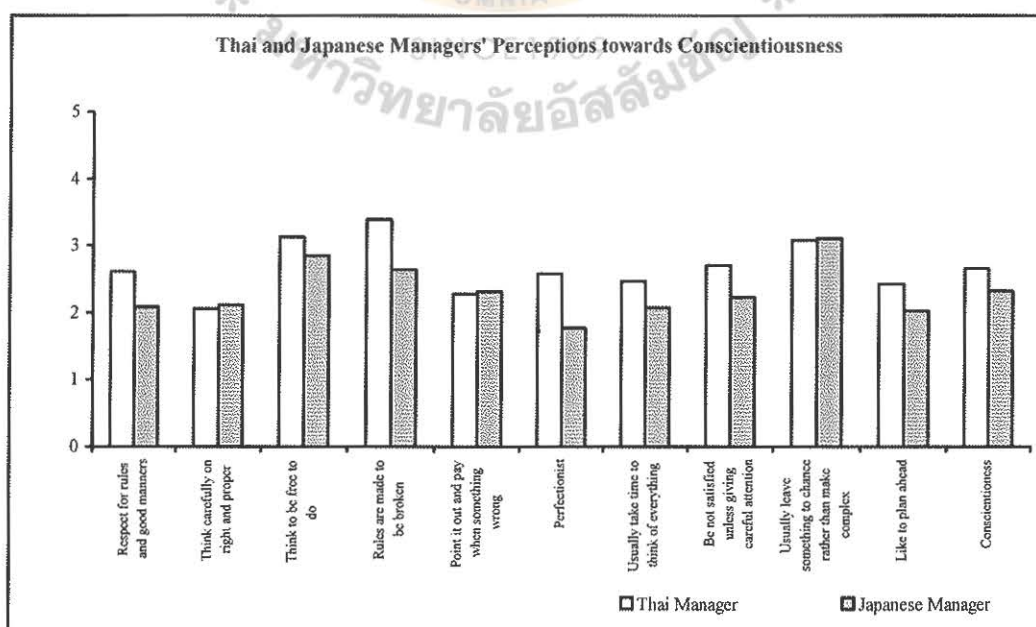
Table 5.21 Thai and Japanese Managers' Perceptions towards Agreeableness



5.6.3 Conscientiousness.

In Table 5.22, the results had shown that the mean score of all managers' perception toward conscientiousness are in fairly often level. Most of managers were respect for rules. The results indicated that most of managers had realized that having a good plan, follow and respect the rule is essential for them to achieve and complete job. However, in some statements, the results showed that there was the difference between Thai and Japanese managers' perception toward conscientiousness. Japanese managers valued respect for rule and good manners than Thai managers who always took easy living. Japanese managers emphasized the importance of conformance to the regulations, depicting themselves as rule-bound, conscientious and persevering and also liked to have things done just right than Thai managers. They were also satisfied to give careful attention even in small details. It indicated that Japanese Managers were more responsible, dependable, persistent and achievement oriented people and they strict to the rule more than Thai managers did.

Table 5.22 Thai and Japanese Managers' Perceptions towards Conscientiousness

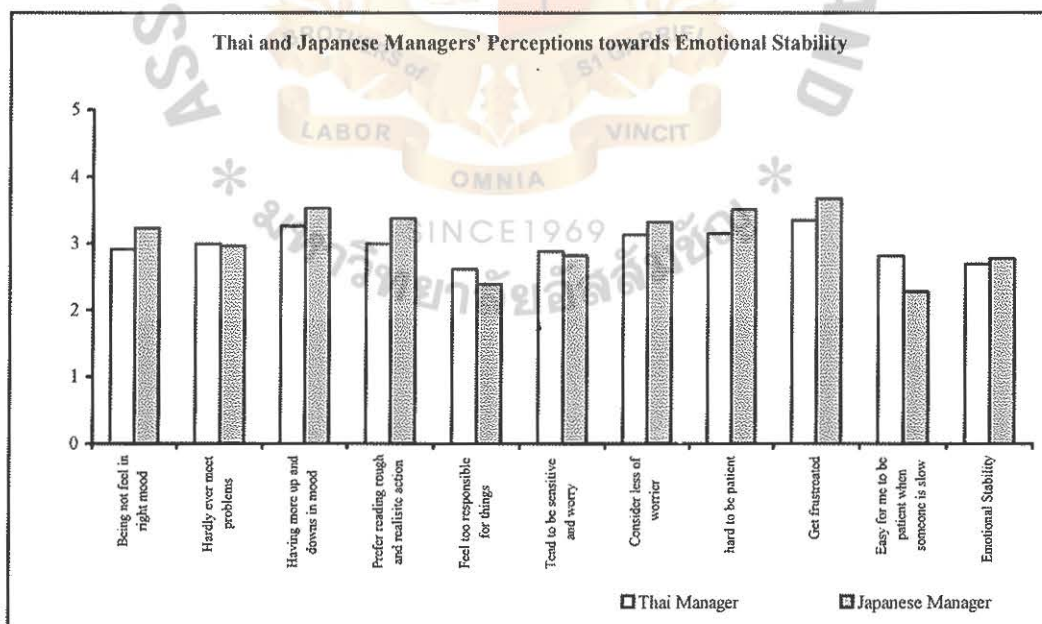


5.6.4 Emotional Stability. According to Table 5.23, the results had

shown that the mean score of all managers' perception toward emotional stability were in occasional level. Most of managers were characterized in both positive and negative ways. In some situation they could not control themselves. Both managers were anxious and worry for things, which happened around them. The results showed that Thai managers were hard to be patient when people criticized them as well as they got frustrated with people too quickly more than Japanese Managers.

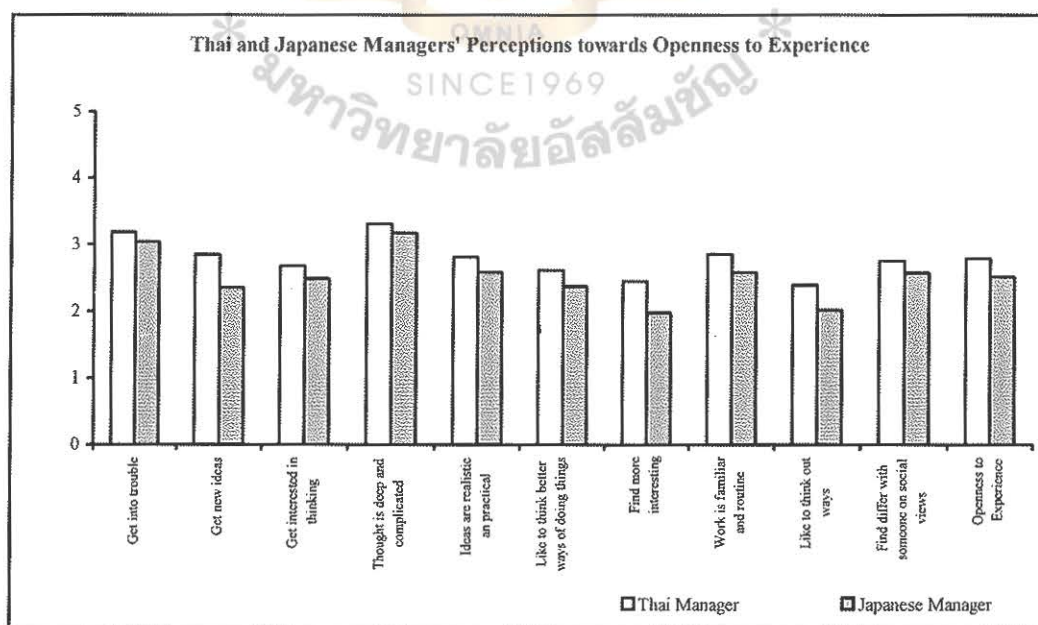
However, in Table 5.23 it indicated that the mean score of both Thai and Japanese managers' perception toward emotional stability were in occasional level. There was no difference perception toward emotional stability between Thai and Japanese managers.

Table 5.23 Thai and Japanese Managers' Perceptions towards Emotional Stability



5.6.5 Openness to Experience. According to Table 5.24, the results had shown that the mean score of all managers' perception toward openness to experience were in fairly often level. Most of managers were imaginativeness, artistic sensitivity and intellectualism people. However, in some statements, the results showed that there were difference between Thai and Japanese Managers' Perception toward Openness to Experience. Japanese Managers tended to pay more attention to thoughts and imagination than Thai Managers did. They were occupied with thinking, imagination and fantasy. They did not like to do something, which was familiar and routine. They always preferred to discuss and exchange their different idea with other people. The results represented that Japanese Managers were more creative people and they liked to have new idea to improve the job than Thai Managers who liked to follow well-tried ways.

Table 5.24 Thai and Japanese Managers' Perceptions towards Openness to Experience



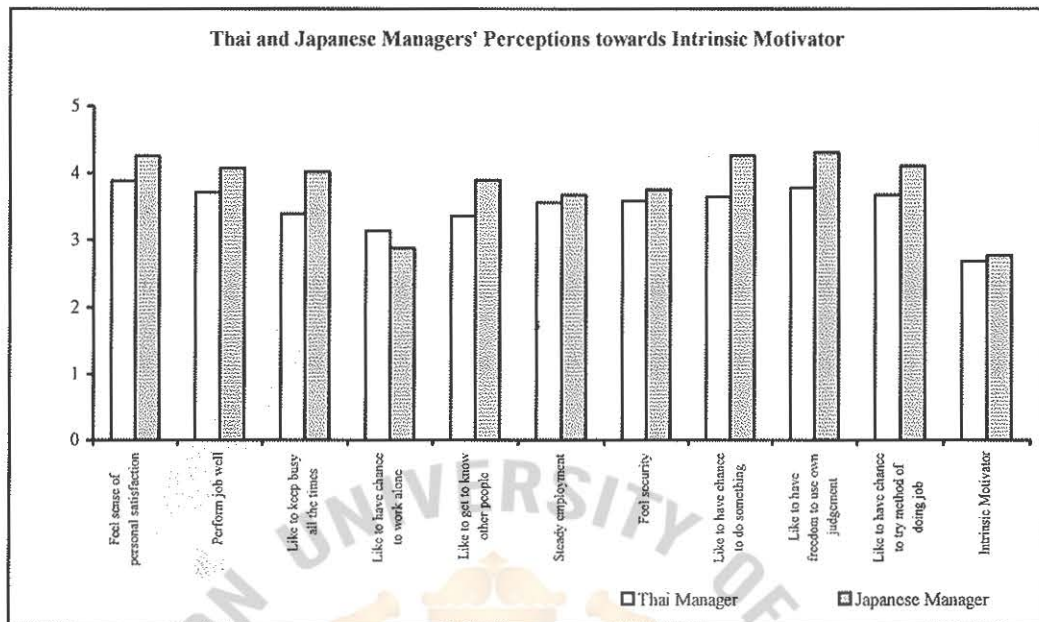
5.6.6 Intrinsic Motivator.

According to Table 5.25, the results had shown that the overall managers' perception toward intrinsic motivator was in agreeable level. Most of managers were interested in all items of intrinsic motivator such as achievement, activity, social status, security, ability utilization, responsibility and creativity. But the intrinsic motivators in term of independence, both Thai and Japanese managers were perceived in uncertain level. They were not sure that they liked to have the chance to work alone on the job.

However, there were the difference between Thai and Japanese managers' perception toward intrinsic motivator. The factors such as achievement, ability utilization, responsibility were appreciated by Japanese managers. They were perceived in strong agree level whereas Thai manager were perceived in agreeable level. Japanese managers liked to have the chance to do something that use of their ability and to have the freedom to use their own judgement than Thai managers. They were also satisfied with their accomplishment of their job. Japanese managers also tended to get to know other people during they were working whereas Thai managers were uncertain to do so.

The results showed that Japanese managers were pleasant and appreciated with intrinsic motivator than Thai Managers.

Table 5.25 Thai and Japanese Managers' Perceptions towards Intrinsic Motivator

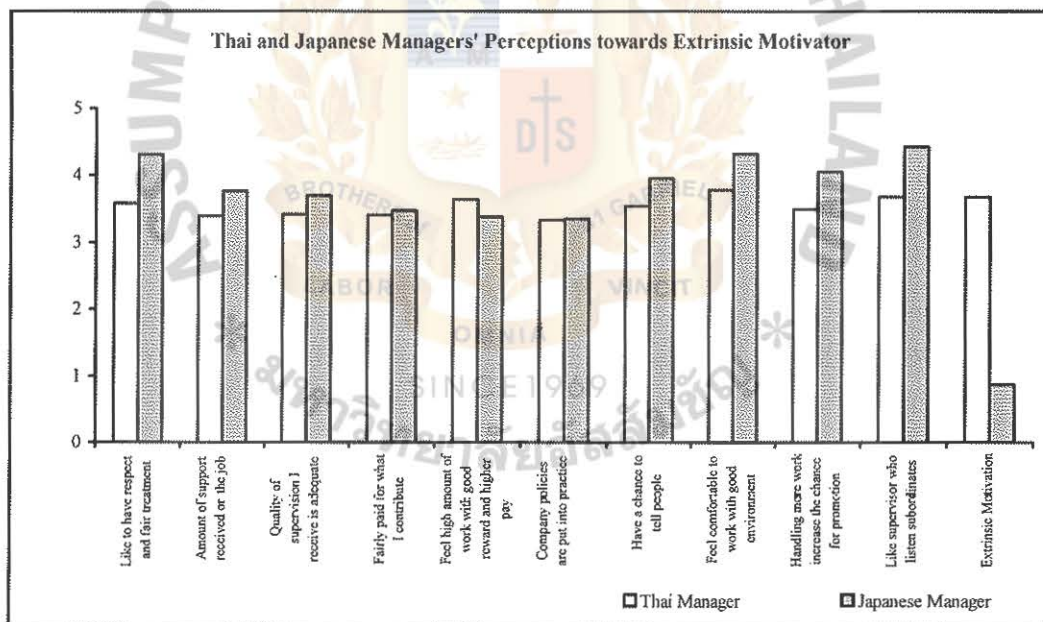


5.6.7 Extrinsic Motivator. Refer to Table 5.26, the results had showed that the overall managers' perception toward extrinsic motivator were in agreeable level. Most of managers were interested in extrinsic motivator. The extrinsic motivator such as supervisor, working condition, advancement were appreciated by both Japanese and Thai managers. They liked to receive the respect and fair treatment from their boss as well as they liked to have the supervisors who listen to subordinate who do effective work. But for the company policy, both Thai and Japanese managers were perceived as uncertain level. They were not sure that the company policies were put into practice and are acted upon.

However, the results showed that there were the difference between Thai and Japanese managers' perception toward extrinsic motivator. Thai managers felt that the support and guidance they received from their supervisor were not enough

while Japanese managers were satisfied with their supervisor treatment. For the compensation, both Thai and Japanese managers were agree in the amount of compensation which they were fairly paid when they compared to the work that they contributed to the company. But Thai managers felt that the increase in the volume of job meant the increase in the compensation whereas Japanese managers did not think so. In working condition, Japanese managers were perceived in strong agreeable level while Thai managers were perceived in agreeable level. It showed that Japanese managers felt comfortable and preferred to work in good environment than Thai managers.

Table 5.26 Thai and Japanese Managers' Perceptions towards Extrinsic Motivator



Comparing between the F computed value and tabular value as shown in Table 5.27, it was found that there were significantly different perceptions in the respondents of Thai and Japanese Managers in term of personality traits and motivators by the reason of F compute value was higher than F tabular value as follow:

Thai and Japanese Manager - Personality Traits

- Thai and Japanese Manager – Extraversion

$$F_{.05 (347)} = \pm 3.84$$

$$F = 5.970 \text{ Reject } H_0; \text{ significant at } p < .05$$

- Thai and Japanese Manager – Agreeableness

$$F_{.05 (347)} = \pm 3.84$$

$$F = 12.922 \text{ Reject } H_0; \text{ significant at } p < .05$$

- Thai and Japanese Manager – Conscientiousness

$$F_{.05 (347)} = \pm 3.84$$

$$F = 23.828 \text{ Reject } H_0; \text{ significant at } p < .05$$

- Thai and Japanese Manager – Emotional Stability

$$F_{.05 (347)} = \pm 3.84$$

$$F = 2.462 \text{ Accept } H_0; \text{ not significant at } p > .05$$

- Thai and Japanese Manager – Openness to Experience

$$F_{.05 (347)} = \pm 3.84$$

$$F = 15.082 \text{ Reject } H_0; \text{ significant at } p < .05$$

Thai and Japanese Manager - Personality Traits

- Thai and Japanese Manager – Intrinsic Motivator

$$F_{.05 (347)} = \pm 3.84$$

$$F = 18.062 \text{ Reject } H_0; \text{ significant at } p < .05$$

- Thai and Japanese Manager – Extrinsic Motivator

$$F_{.05 (347)} = \pm 3.84$$

$$F = 23.390 \text{ Reject } H_0; \text{ significant at } p < .05$$

However, there was only one personality trait which indicated that there was no significant different perception in the respondents of Thai and Japanese Managers in term of Emotional Stability which F compute value (2.462) was lower than F tabular value (5.84) at $p > .05$; Accept H_0 .

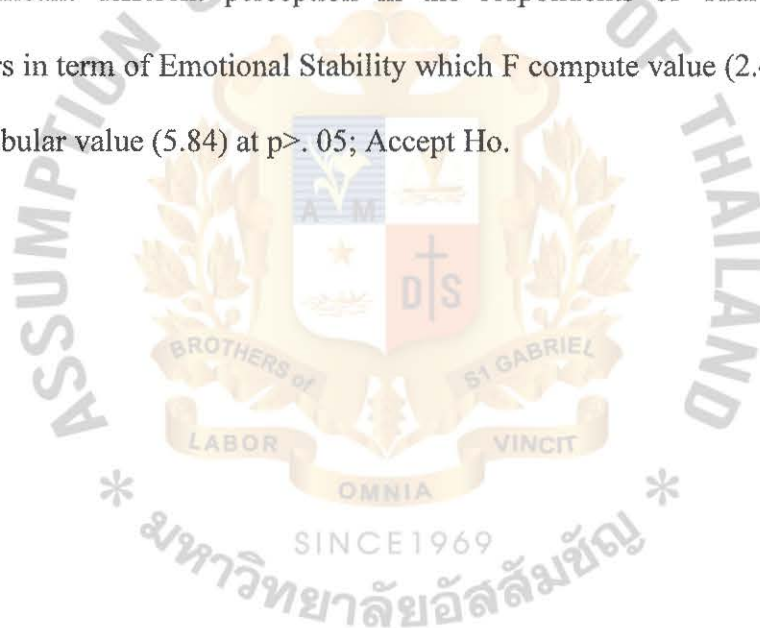


Table 5.27 Differences perceptions of the respondents of Thai and Japanese Managers in term of Personality Traits and Motivators

		Sum of Squares	df	Mean Square	F Computed Value	F Tabular Value	Sig.
Extraversion	Between Groups	.731	1	.731	5.970	3.84	.015
	Within Groups	41.481	339	.122			
	Total	42.212	340				
Agreeableness	Between Groups	2.864	1	2.864	12.922	3.84	.000
	Within Groups	75.143	339	.222			
	Total	78.003	340				
Conscientiousness	Between Groups	6.496	1	6.496	23.828	3.84	.000
	Within Groups	91.869	337	.273			
	Total	98.365	338				
Emotional Stability	Between Groups	.429	1	.429	2.462	3.84	.118
	Within Groups	58.573	336	.174			
	Total	59.002	337				
Openness to Experience	Between Groups	3.988	1	3.988	15.082	3.84	.000
	Within Groups	89.627	339	.264			
	Total	93.614	340				
Intrinsic Motivator	Between Groups	6.942	1	6.942	18.062	3.84	.000
	Within Groups	131.435	342	.384			
	Total	138.376	343				
Extraversion Motivator	Between Groups	6.742	1	6.742	23.390	3.84	.000
	Within Groups	96.555	335	.288			
	Total	103.297	336				

CHAPTER 6

SUMMARY FINDINGS , CONCLUSIONS AND RECOMMENDATIONS

This thesis study had focused on respondents in the managerial positions, Managers who are working for Japanese companies and who is also a member of Japanese Chamber of Commerce (JCC). The data collected in this study aimed to examine the personality traits of managers and their impact on intrinsic and extrinsic motivators. The presentation, analysis and interpretation of data from previous Chapter can be summarized as follows:

6.1 Summary Findings

From the previous section of the study, the research findings on the variables includes demographic profile of the respondents , personality traits, and motivators (Intrinsic and Extrinsic Factor), the summary of finding results can be described as follows:

➤ *What are the respondents' demographic profile in terms of Nationality, Sex, Age, Educational Attainment, and Length of Service, Nature of Work and Nature of Business?*

Results showed that the majority of sample respondents are Thai Managers, which were 275 respondents or 79.3% of total sample. It was found out that the proportion of Japanese Managers are less than Thai Managers who are working

at Japanese Company in Thailand. The majority of respondents were male whose age are in the range of 41-50 years old. The results showed that 83% of respondents have graduated in the university level. 51.8% of managers have been working for the company for more than 9 years. They are distributed in various departments and business types; however, most of the respondents are working in Sales and Marketing. The major portions are working in Automobile Industrial Sector.

➤ *What are the perceptions of respondents' in personality traits in terms of Extraversion, Agreeableness, Conscientiousness, Emotional Stability and Openness to Experience?*

The results showed that the mean score of all managers' perception toward Agreeableness, Conscientiousness and Openness to Experience are in "fairly often" level. It is shown that most managers are good-natured and cooperative persons. Their behavior tend to be achievement-oriented and rule-conscientiousness characters. Most of them are interested in new and creative idea. However, the results also showed that the mean score of all managers' perception toward Extraversion and Emotional Stability are in the "occasionally" scale level. The manager behaves in either extraversion or introversion, which depend on the situation they faced. They enjoyed taking care of other people's needs but sometimes they do not like to have other people around them. They prefer to do their planning alone without interruptions and suggestions from others. For Emotional Stability, the managers behave in both positive and negative feelings. Sometimes they can control themselves not to show bad mood and can tolerate for other critical thinking but sometimes they tend to be too sensitive and worry too much about something they have done.

➤ *What are the perceptions of respondents on Motivators in terms of Intrinsic and Extrinsic Factors?*

Based on the survey results, the managers perceived the “agreeable level” toward both intrinsic and extrinsic motivator. They like to have freedom to use their own judgement on the job and they have a sense of personal satisfaction when they do the job well. They are satisfied with their social status, job security, and ability. They intend to have the supervisors who listen to subordinate who do effective work and prefer to work in a good environment. However, they are uncertain whether the company policy are put into practice and are acted upon and to have the chance to work alone on the job as well.

➤ *What are the relationships between Demographic Profile to Personality Traits and Motivators?*

With regard to demographic profile, it is found out that all-demographic profiles: Nationality, Sex, Age, Educational Attainment, Length of Service, Nature of Work and Nature of Business have low positive relationship with personality traits. Whereas, some of the demographic profiles such as Nationality, Sex, and Length of Service have positive relationships to motivators.

➤ *Are there significant relationships between Personality Traits and Motivators?*

The results indicated that extrinsic motivator is more correlated with personality traits than intrinsic motivator.

➤ *Are there differences in the perceptions of respondents of Thai Managers and Japanese Managers in terms of Personality Traits and Motivators?*

From the surveyed results, it showed that all the factors in both Personality Traits and Motivators have significant differences between the Thai and Japanese

Manager. The only exception was on the personality traits in terms of “Emotional Stability” outcome that there is no significant difference between Thai and Japanese managers.

A testing implication of hypothesis statements are presented as follows:

- **H₀₁:** There is no significant relationship between demographic profile and personality traits.
- **H_{a1}:** There is a significant relationship between demographic profile and personality traits.

As referred to Table 5.16, the result showed that the researcher accepted the null hypothesis (H_{01}) and rejected research hypothesis (H_{a1}) at significant $p > .05$ on the statement that there are no significant relationships between demographic profile to personality traits. The demographic profiles such as Nationality, Sex, Age, Educational Attainment, Length of service, Nature of work, and Nature of business are not affected to personality traits. As mentioned in Literature parts, Allport (1961), Vecchio(1987), Pervin & John (1997) have mentioned that the heredity and environment are main determinants of personality . The patterns of individual behavior are set by these two factors.

- **H₀₂:** There is no significant relationship between demographic profile and motivators.
- **H_{a2}:** There is a significant relationship between demographic profile and motivators.

As referred to Table 5-18, the results showed that the researcher accepted null hypothesis (H_{02}) and rejected the research hypothesis (H_{a2}) at significant $p > .05$ on the statement that there is no significant relationship between demographic profile such as age level, educational attainment, nature of work and

nature of business to motivators. However for demographic profile of nationality, sex and length of service, we had rejected the null hypothesis.

- **Ho₃:** There is no significant relationship between personality traits and motivators.
- **Ha₃:** There is significant relationship between personality traits and motivators.

As referred to Table 5.19, results showed that the researcher accepted the research hypothesis (Ha₃) and rejected the null hypothesis (Ho₃) at significant $p < .01$ on the statement that there is a negative significant relationship between personality traits and motivators.

- **Ho₄:** There are no differences in the responses of Thai and Japanese managers in terms of personality traits and motivators.
- **Ha₄:** There are differences in the responses of Thai and Japanese managers in terms of personality traits and motivators.

As referred to Table 5.27, the results showed that the researcher accepted the research hypothesis (Ha₄) and rejected null hypothesis (Ho₄) at significant $p < .05$ on the statement that there are a significant differences in the responses of Thai and Japanese Manager in terms of personality traits and motivators. However, for personality traits of emotional stability, we accept null hypothesis (Ho₄) and reject research hypothesis.

6.2 Conclusions

Personality is one of the major sources of individual difference. Personality characteristics such as conscientiousness and extraversion have contributed to a

person's intelligence or technical competence but to personality characteristics. The subject of personality is therefore important in organizational behavior (Dubrin, 1990).

The researcher had studied on the personality dimension of managers who are working at Japanese companies. "A study of Personality Traits and their impacts on Motivators" is therefore applicable to the research study.

From the survey results, the research had shown that managers had fallen mostly in agreeableness, conscientiousness, and openness to experience. The personality dimension that describes some one who is cooperative, trusting, responsible, achievement oriented, imaginativeness, etc. belongs to these traits. However, the results showed that managers had fallen in "occasionally level" of extraversion and emotional stability. The personality dimension that describes someone who is sociable, talkative, tense, nervous, etc. belongs to these traits. As for extraversion, it has two dimensions, which contradict to each other (extraversion-introversion) as well as emotional stability also has both positive and negative emotion.

Findings indicated that there are differences between Thai and Japanese managers' perceptions toward personality traits and motivators. Major findings can conclude that Japanese managers are group- oriented, achievement-oriented and innovative – oriented persons than Thai managers. Japanese managers feel free to hear others criticize them and always discuss among subordinates and let them to participate in decision making. They like to think out ways, which could be changed to improve the job. These characters are reflected of the organizational behavior of Japanese people. In the opposite side, the results had shown that Thai managers are individual- oriented and non-creative persons. They feel

uncomfortable to hear other criticize them as well as unwilling to give people direction. They lacked creative idea to improve the job and prefer to work with a routine job. They are rather competing with others than cooperate with them. Thai managers always take it easy for living. It is also found that Thai managers have less personality traits in term of rule-conscientiousness than Japanese managers. These characters are reflected of the organizational behavior of Thai people.

However, both Thai and Japanese managers have no differences in their perceptions on personality traits in terms of Extraversion and Emotional Stability. The results have shown that they prefer to have individual life as in thinking, planning and tend to reserve themselves without interruptions and suggestions from others. They tend to be sensitive and get frustrated with people in some situation. They are too worried and felt too responsible for the things that happened around them. These personality traits are very important for managers who are dealing with others. If they are unwilling to deal with people and cannot control their emotional feelings, it will be difficult for them to work with others. Even though they have intelligence and technical competence but lack of good personality characteristics. These personality characteristics effected their job performance.

In terms of motivators: intrinsic and extrinsic type, it is also an important factor for managers. Selecting or matching appropriate motivators with the employee's need would help increase the employee performance. But first and foremost, management should learn and try to understand to what types of motivator's the managers are interesting. The results in this study presented that managers are likely to agree on both intrinsic and extrinsic motivators. This may

lead to an assumption that the managers' performance can increase or decrease due to insufficient and inappropriate motivators.

However, the result of the perceptions of independence (intrinsic) and company policy (extrinsic) has shown as "uncertain". This indicates that managers are not sure about the chance to work alone on the job. As mention in the literature part, in the Japanese society, they are tending to work as a team. They generally always have group discussion among members for company activity. In effect, they would have little chance to work alone on the job. The company policy management in Japanese company depends on the head office in Japan and normally is acting and controlling by the top management who are Japanese managers. Some policies are utilized best in Japan but not suitable in Thailand due to the difference in society and culture perspectives. This due to the uncertainty of managers' perceptions for the company policies.

As mentioned in the literature part, heredity and environment are determinant factors of personality. We assume from the results of this research study that there is no relationship between demographic profile to personality traits. But there is relationship between demographic profiles such as nationality, sex, length of service to motivators and the results also showed that there are differences in responses of Thai and Japanese managers in terms of personality traits.

6.3 Recommendations

The recommendation for this study was indicated into two parts: personality traits and motivators.

Personality Traits

6.3.1 Supervisors to be keen in treating their subordinates according to their personality traits. According to the results on personality traits of emotional stability in terms of “Neuroticism Traits”, it is one very important trait that all managers should be aware of. Most managers have subordinates under their supervision. If they cannot control neuroticism i.e. anxiety, angry hostility, depression, tension, impulsiveness, etc., it may become a big issue in the future. Therefore, they should adjust their personality traits to maintain good relationship with others as well playing good supervisory roles. This will be helpful for them to be self-satisfied. The neurotic person is inflexible in his or her use of the needs in reacting to different situations. They tend to rely compulsively on only one of their needs easily to another as circumstance change. When the need for affection arises, the healthy persons attempt to satisfy it. When the need for power arises, or she attempts to satisfy that need, and so forth. The neurotic person, unlike the healthy person, makes one of these need the indiscriminate strategy of all social interactions. If it is affection that a person must have, he must receive it from a friend or from an enemy.

Management should have more understanding on the overall personality traits of managers in order to emphasize the changes in personality and ways of adjusting to the environment overtime. Although personality can change across life span, there is a great deal of continuity or consistency in certain characteristics.

Stability of personality traits is the rule rather than the exception. Intelligence in particular and temperamental traits such as aggression, extraversion,

emotionality and impulse control are fairly constant, but interests, attitudes, and opinions are less consistency.

6.3.2 The conduct of inter - personal and social skill training. Many people who display abnormal behavior have either failed to learn the skills needed to cope with the problems of everyday living or have acquired faulty skills and coping patterns that are being maintained by some kind of reinforcement. Behavior therapists reason, for instance, that some people do not learn how to be friendly, how to make conversation, how to express anger appropriately, how to turn away unreasonable requests, and so forth. Such social ineptitude may lead not only to increase social isolation but also to depression, anxiety, a tendency to seek attention by destructive or disruptive actions, and a failure to learn more advanced social skill. It is evident from these problems that social skills are likely to affect a very broad range of psychological response patterns.

Social skills training are designed to improve interpersonal skill in dealing with a variety of real-world interactions. The particular skills that are taught vary widely depending on the kind of problems experienced by the individual. For example, assume that a woman responds to unreasonable demands from her boss by giving the kind of submissive responses that she learned from childhood. The therapist would not only seek to extinguish these self-defeating responses but also try to train her to refuse to comply with such demands in a way that it is straightforward and forceful. Meanwhile, an extremely shy person who is distressed because he lacks meaningful friendships would be taught communication skills to develop new friendships and future intimate relationships.

However, social training is tailored to specific persons who function in particular setting with particular problems.

6.3.3 The conduct of personality training programs. As for a person who has difficulty expressing positive emotions toward others, greeting strangers, asking others for information or advice, refusing unreasonable request, and so on. This person has difficulty knowing how to begin or end conversations, making response that will be socially effective, and expressing annoyance and resentment under appropriate circumstance. As for the aggressive person whose sole concern is for him-or herself. This person clearly and directly express both positive and negative feels without violating the rights and privileges of others. The assertive person stick up for his or her legitimate rights, actively seeks to construct new relationships with others, and is generally effective in handling complicated and delicate social situation. Assertiveness training builds social skill through technique such as rehearsal and self- monitoring.

However, social skill training is very useful in helping people to overcome their shyness and assert themselves more effectively when they feel they should. Novaco (1977) mentioned that such training has been shown to be effective in helping people who are unable to express or control anger. Training in social skill has many positive effects on anyone who wishes to be more effective in dealing with other people and it also boots feelings of self-esteem and gives the person increased confidence to pursue social and material rewards leading to greater satisfaction in life.

Motivations

6.3.4 Conduct of Research on Employee Motivation to enhance their performance. “Motivation” is the number one human resource concern of business owners and managers’ nation wide. The lack of employee motivation is probably the most annoying problem in many organizations, which takes up most of human resources time and efforts to keep the employee motivated. Generally, the employees at all levels of ability and responsibility are eager to be given a chance to perform well and to contribute positively to their organizations. It is simply to say that people need a different kind of motivation than currently exists in most organizations. Therefore, the management should realize on the motivation that is in line with employee’s personality traits in order to enhancing employees’ performance and productivity to the organization.

6.3.5 Management to conduct a study on their human needs. Highly prized outcomes are those which satisfy intrinsic human needs. Understanding these needs and how different needs may be salient in different situations for different individuals may show how individuals will change their behavior in order to satisfy salient needs. Results on motivation showed that the management should concentrate on the human needs, i.e., social needs basic needs, growth needs, etc., which might motivate employee behaviors.

The managers have the required knowledge and skills to do the job, then the outcomes for a manager with high growth needs performing a job which provides a high internal work motivation, a high growth satisfaction, and a high work effectiveness. The resulting intrinsic motivations for a manager with high growth

needs are feelings of personal competence, personal accomplishment, personal growth and development, personal responsibility and autonomy.

Therefore, a virtuous cycle is achieved. It is important for management to note that in these happy circumstances, the addition of extrinsic motivations such as pay through a payment-by-results scheme, or explicit praise for a job well done, may have a negative impact on the motivational power of intrinsic motivations.

A manager with weak growth needs, who may have, or desire to have, a calculated psychological contract, are likely to be more effectively motivated through extrinsic motivations such as pay, promotion, fringe benefit, recognition and praise by status symbols, etc. Extrinsic motivations are required first to satisfy basic hygiene requirements.

Beyond this, both of extrinsic and intrinsic motivations serve to attract and retain the members required and also to motivate their work performance.

6.4 Future Research

Future research is recommended for further investigation of any other possible mediating influences. The researcher would like to inspire the interested people to further investigate in-depth details in particular by comparing the personality traits between Japanese Managers and Thai Managers that revealed interesting differences which are beneficial to management to be more understanding on how to motivate them to enhance their work performance.

Appendix A

**A STUDY OF PERSONALITY TRAITS AND THEIR IMPACT
ON MOTIVATOR OF MANAGER WORKING FOR
JAPANESE FIRM'S**

QUESTIONNAIRE OF RESPONDENTS

Dear Respondent,

This survey is designed to study Thai and Japanese Manager's personality traits and their impact on motivation as part of Thesis Research in order to fulfil the course requirement for Master of Management, majoring in Organizational Development, Assumption University.

The researcher highly appreciates for your kindness by providing time and effort to give the most thoughtful and valuable answers for educational purposes.

All the responses will be absolutely kept confidential and all the questionnaires will be destroyed as soon as the analysis has been completed. Thank you.

Very truly yours,

Vasana Kitcharoen

PART I – Demographic Profile

Directions: This part seeks information regarding personal background. For each question, please encircle the responses that apply to you.

1) Please mention your status.....

☐ Japanese Manager

☐ Thai Manager

2) Please specify your sex.....

☐ Male

☐ Female

3) In what age level are you in....

☐ 30 years & below

☐ 31 – 35 years

☐ 36 – 40 years

☐ 41 – 50 years

☐ 51 years and above

4) What is your highest educational level?

☐ Elementary School

☐ High-School

☐ Vocational/Diploma

☐ Bachelor Degree

☐ Master/Doctorate Degree

5) How long have you been working for the company?

☐ 2 years & below

☐ 3 – 5 years

☐ 6 – 8 years

☐ 9 – 12 years

☐ 13 years & above

6) Please specify your main function of work responsibility.

☐ Sales and Marketing

☐ Finance and Accounting

☐ Personnel and Administration

☐ Production and Logistics

☐ Others (please specify) _____

7) What is the nature of your company ?

☐ Finance, Insurance & Securities

☐ Transportation

☐ Automobile

☐ Electric and Electronic

☐ Others (please specify) _____

PART II – The Personality Assessment

Directions: Indicate the degree, to which you think the following statements, which best describes you by circle the appropriate number.

- 1 = Very often (VO)
 2 = Fairly often (FO)
 3 = Occasionally (O)
 4 = Once in a great while (OW)
 5 = Practically never (PN)

Description	VO	FO	O	OW	PN
1 I enjoy taking care of other people's needs.	1	2	3	4	5
2. I'm not comfortable talking or showing my feelings of affection or caring.	1	2	3	4	5
3. I usually enjoy spending time talking with friends about social events or parties.	1	2	3	4	5
4. I 'd prefer to spend an evening working on a quiet hobby.	1	2	3	4	5
5 I 'm usually the one who takes the first step in making new friends.	1	2	3	4	5
6 When I'm in a group ,I usually sit and listen and let others do most of the talking.	1	2	3	4	5
7 I tend to be reserved and keep my problems to myself.	1	2	3	4	5
8 I find it easy to talk about my life, even about the things that others might consider quite personal.	1	2	3	4	5
9 I usually like to do my planning alone, without interruptions and suggestions from others.	1	2	3	4	5
10 I like it best when I have people around me.	1	2	3	4	5
11 In a situation where I'm in charge , I feel comfortable giving people directions.	1	2	3	4	5
12 If people are doing something wrong, I usually tell them what I think.	1	2	3	4	5
13 If being polite and pleasant don't work, I can be tough and sharp if I need to.	1	2	3	4	5
14 When others don't see things my way ,I can usually get them to come around.	1	2	3	4	5
15 If I notice that another person's line of reasoning is wrong , I usually point it out.	1	2	3	4	5

Description	VO	FO	O	OW	PN
16 I always pay attention to other person's motives.	1	2	3	4	5
17 It seems that most people I meet can't really be trusted.	1	2	3	4	5
18 I would rather cooperate with others than compete with them.	1	2	3	4	5
19 I feel angry when others criticize me.	1	2	3	4	5
20 I can only argue for ideas that I already have.	1	2	3	4	5
21 I value respect for rules and good manners more than easy living.	1	2	3	4	5
22 In making a decision, I always think carefully about what's right and proper.	1	2	3	4	5
23 I think that being free to do what I want is more important than good manners and respect for rules.	1	2	3	4	5
24 Most rules are made to be broken when there are good reasons for it.	1	2	3	4	5
25 If bank were careless and didn't charge for something, I'd feel I had to point it out and pay.	1	2	3	4	5
26 I'm somewhat of a perfectionist and like to have things done just right.	1	2	3	4	5
27 When I do something, I usually take time to think of everything I will need for the job first.	1	2	3	4	5
28 In carrying out a task, I'm not satisfied unless I give careful attention even to small detail.	1	2	3	4	5
29 I usually leave something to chance rather than makes complex plan about every detail.	1	2	3	4	5
30 I like to plan ahead so that I don't waste time between tasks.	1	2	3	4	5
31 There are times when I don't feel in the right mood to see anyone.	1	2	3	4	5
32 In my everyday life, I hardly ever meet problems that I can't cope with.	1	2	3	4	5
33 I have more ups and downs in mood than most people I know.	1	2	3	4	5
34 I prefer reading rough and realistic action stories to sensitive imaginative novels.	1	2	3	4	5
35 I sometimes feel too responsible for things that happen around me.	1	2	3	4	5
36 I tend to be too sensitive and worry too much about something I've done.	1	2	3	4	5
37 I consider myself less of a worrier than most people.	1	2	3	4	5

Description	VO	FO	O	OW	PN
38 It's hard to be patient when people criticize me.	1	2	3	4	5
39 Sometimes I get frustrated with people too quickly.	1	2	3	4	5
40 Even when someone is slow to understand what I 'm explaining, it 's easy for me to be patient.	1	2	3	4	5
41 I get into trouble because I sometimes pursue my own ideas without talking them over with the people involved.	1	2	3	4	5
42 I get new ideas about all sorts of things, too many to put into practice.	1	2	3	4	5
43 I get so interested in thinking about ideas that I sometimes overlook practical details.	1	2	3	4	5
44 My thought are too deep and complicated for many people to understand.	1	2	3	4	5
45 People often say that my ideas are realistic and practical.	1	2	3	4	5
46 I like to think better ways of doing things than to follow well-tried ways.	1	2	3	4	5
47 I find people more interesting if their views are different from most people.	1	2	3	4	5
48 Work that is familiar and routine makes me feel bored and sleepy.	1	2	3	4	5
49 I like to think out ways in which our world could be changed to improve it.	1	2	3	4	5
50 When I find I differ with someone on social views, I prefer to discuss what our basic differences mean.	1	2	3	4	5



Part III: Motivators Assessment

Directions: For each of the following, please circle the number that most nearly describes how you feel about the statement (during work at your company).

- 1 = Strong Disagree (SD)
 2 = Disagree (D)
 3 = Uncertain (UC)
 4 = Agree (A)
 5 = Strongly Agree (SA)

	Descriptions	SD	D	UC	A	SA
1	I feel a sense of personal satisfaction when I do this job well.	1	2	3	4	5
2	When I perform my job well, it contributes to my personal growth and development.	1	2	3	4	5
3	I like to keep myself busy all the times.	1	2	3	4	5
4	I like to have the chance to work alone on the job.	1	2	3	4	5
5	I like to get to know other people while on the job.	1	2	3	4	5
6	My job provides for steady employment.	1	2	3	4	5
7	I feel secured when things look better in the future in this organization.	1	2	3	4	5
8	I like to have the chance to do something that use of my ability.	1	2	3	4	5
9	I like to have the freedom to use my own judgement.	1	2	3	4	5
10	I like to have the chance to try my own methods of doing the job.	1	2	3	4	5
11	I like to have the respect and fair treatment from my boss .	1	2	3	4	5
12	The amount of support and guidance I received while on the job was adequate.	1	2	3	4	5
13	The overall quality of the supervision I receive in my work is adequate.	1	2	3	4	5
14	The degree to which I am fairly paid for what I contribute to the organization are enough.	1	2	3	4	5
15	I feel that high amount of work should be rewarded with higher pay.	1	2	3	4	5

Descriptions	SD	D	UC	A	SA
16 The company policies are put into practice and are acted upon.	1	2	3	4	5
17 I like to have the chance to tell people what to do.	1	2	3	4	5
18 I feel comfortable to work with good environment.	1	2	3	4	5
19 Handling more work increase my chance for promotion.	1	2	3	4	5
20 I like the supervisors who listen to subordinate who do the effective work.	1	2	3	4	5



การศึกษานุคลิกภาพของผู้จัดการที่ส่งผลต่อแรงจูงใจในการปฏิบัติงาน

เรียน ผู้ตอบแบบสอบถาม

แบบสอบถามฉบับนี้ได้จัดทำขึ้นโดยมีวัตถุประสงค์เพื่อใช้ในการศึกษานุคลิกภาพของผู้จัดการคนไทยและผู้จัดการคนญี่ปุ่นที่ส่งผลต่อแรงจูงใจในการปฏิบัติงาน การศึกษาดังกล่าวนีเป็นส่วนหนึ่งของการทำวิจัยในการจัดทำวิทยานิพนธ์ของภาควิชาการพัฒนองค์กร คณะการจัดการองค์การ มหาวิทยาลัยอัสสัมชัญ

ทางผู้จัดทำใคร่ขอขอบพระคุณท่านที่สละเวลาในการตอบแบบสอบถามฉบับนี้ คำตอบที่มีค่าของท่านถือเป็นความลับและจะไม่ถูกเปิดเผย แบบสอบถามฉบับนี้จะถูกทำลายทันทีหลังจากเสร็จสิ้นผลการวิเคราะห์

ขอแสดงความนับถือ

SINCE 1969

มหาวิทยาลัยอัสสัมชัญ

วาสนา กิจเจริญ

ส่วนที่ 1 ประวัติส่วนตัว

คำแนะนำ: แบบสอบถามส่วนนี้จะสอบถามเกี่ยวกับประวัติส่วนตัวของผู้ทำการกรอกแบบสอบถามกรุณาวางกลมล้อมรอบตัวอักษรที่ตรงกับตัวของท่านมากที่สุดเพียงคำตอบเดียว

- 1 กรณาระบุเชื้อชาติของท่าน

ก) ผู้จัดการคนญี่ปุ่น ข) ผู้จัดการคนไทย

2 กรณาระบุเพศของท่าน

ก) เพศชาย ข) เพศหญิง

3 กรณาระบุอายุของท่าน.....

ก) 30 ปี หรือต่ำกว่า ข) 31 ปี – 35 ปี
ค) 36 ปี – 40 ปี ง) 41 ปี – 50 ปี
จ) 51 ปี หรือมากกว่า

4 กรณาระบุวุฒิการศึกษาสูงสุดที่ท่านได้รับ.....

ก) มัธยมศึกษาตอนต้นหรือต่ำกว่า ข) มัธยมศึกษาตอนปลาย/ประกาศนียบัตรวิชาชีพชั้นต้น
ค) ประกาศนียบัตรวิชาชีพชั้นสูง ง)ปริญญาตรี
จ) ปริญญาโท หรือ สูงกว่า

5 ท่านปฏิบัติงานกับบริษัทเป็นเวลานานเท่าใด

ก) 2 ปี หรือน้อยกว่า ข) 3 ปี – 5 ปี
ค) 6 ปี – 8 ปี ง) 9 ปี – 12 ปี
จ) 13 ปี หรือมากกว่า

6 ฝ่าย/แผนกที่ท่านรับผิดชอบ.....

ก) ฝ่าย/แผนกขายและการตลาด ข) ฝ่าย/แผนกการเงินและการบัญชี
ค) ฝ่าย/แผนกบุคคลและบริหาร ง) ฝ่าย/แผนกผลิตและพัสดุ
จ) อื่น ๆ (กรณาระบุ _____)

7 ประเภทธุรกิจของบริษัท.....

ก) การเงิน, การประกันภัย, หลักทรัพย์ ข) การขนส่ง
ค) รถยนต์ ง) ไฟฟ้าและอิเล็กทรอนิกส์
จ) อื่น ๆ (กรณาระบุ _____)

ส่วนที่ 2 แบบสำรวจบุคลิกภาพ

คำแนะนำ: กรุณาแสดงระดับความคิดเห็นของท่านโดยการวงกลมล้อมรอบหมายเลขที่อธิบายความรู้สึกในประโยคดังกล่าวข้างล่างนี้ที่ใกล้เคียงที่สุด เพื่อแสดงความรู้สึกของท่านเกี่ยวกับลักษณะบุคลิกภาพของท่านที่เป็นอยู่ได้ดีที่สุด

ระดับของความคิดเห็น

รายละเอียดของความคิดเห็น

- | | | |
|---|---|--|
| 1 | = | ข้อความที่ตรงกับลักษณะบุคลิกภาพผู้ตอบมากที่สุด (VO) |
| 2 | = | ข้อความที่ตรงกับลักษณะบุคลิกภาพผู้ตอบมาก (FO) |
| 3 | = | ข้อความที่ตรงกับลักษณะบุคลิกภาพผู้ตอบปานกลาง (O) |
| 4 | = | ข้อความที่ตรงกับลักษณะบุคลิกภาพผู้ตอบน้อย (OW) |
| 5 | = | ข้อความที่ตรงกับลักษณะบุคลิกภาพผู้ตอบน้อยที่สุด (PN) |

		VO	FO	O	OW	PN
1	ฉันใส่ใจในความต้องการของผู้อื่น	1	2	3	4	5
2	ฉันไม่ชอบพูดหรือแสดงความรู้สึกรักใคร่หรือเอาใจใส่ผู้อื่น	1	2	3	4	5
3	ฉันชอบที่จะใช้เวลาสนทนา พบปะสังสรรค์กับเพื่อนๆ อยู่เสมอ	1	2	3	4	5
4	ฉันชอบที่จะใช้เวลาว่างหลังเลิกงานในการทำงานอดิเรกตามลำพัง	1	2	3	4	5
5	ฉันมักจะเป็นฝ่ายที่เริ่มต้นสนทนากับเพื่อนใหม่อยู่เสมอ	1	2	3	4	5
6	ในหมู่เพื่อนๆ ฉันชอบที่จะนั่งฟังเพื่อนๆ สนทนา	1	2	3	4	5
7	ฉันมักจะเก็บปัญหาต่างๆ ไว้กับตัวเองคนเดียว	1	2	3	4	5
8	ฉันกล้าที่จะพูดคุยเรื่องชีวิตส่วนตัวต่อผู้อื่น	1	2	3	4	5
9	ฉันชอบที่จะวางแผนการทำงานตามลำพัง โดยไม่ต้องการคำแนะนำจากผู้อื่น	1	2	3	4	5
10	ฉันชอบให้ผู้อื่นมาห้อมล้อมฉัน	1	2	3	4	5
11	ในงานที่ฉันรับผิดชอบ ฉันพร้อมที่จะให้คำแนะนำแก่ผู้อื่น	1	2	3	4	5
12	ฉันพร้อมจะบอกกล่าวความรู้สึกนึกคิดของฉัน เมื่อพบว่าเพื่อนร่วมงานกำลังทำบางสิ่งบางอย่างผิดพลาด	1	2	3	4	5
13	ฉันพร้อมที่จะเคร่งครัดและเฝ้าระวังในการสั่งงาน หากความสุภาพอ่อนโยนไม่สามารถทำให้งานสำเร็จ	1	2	3	4	5

	V	F	O	OW	P
14 ฉันสามารถชักจูงผู้อื่นให้เข้าใจในวิธีการปฏิบัติงานของฉัน	1	2	3	4	5
15 ฉันมักจะชี้ประเด็นของเหตุและผล หากพบว่าเหตุผลของผู้อื่น ไม่ถูกต้อง	1	2	3	4	5
16 ฉันให้ความสนใจต่อแรงจูงใจในการทำงานของผู้ร่วมงาน	1	2	3	4	5
17 บุคคลที่ฉันพบปะส่วนใหญ่ไม่ค่อยน่าไว้วางใจ	1	2	3	4	5
18 ฉันชอบที่จะให้ความร่วมมือในการปฏิบัติงานมากกว่าที่จะแข่งขัน กับบุคคลอื่น	1	2	3	4	5
19 ฉันรู้สึกโกรธเมื่อมีคนวิจารณ์เกี่ยวกับตัวฉัน	1	2	3	4	5
20 ฉันสามารถโต้แย้งความคิดเห็นที่ฉันได้ชี้แจงไปแล้วเท่านั้น	1	2	3	4	5
21 ฉันให้ความสำคัญกับการปฏิบัติงานตามกฎระเบียบ	1	2	3	4	5
22 การตัดสินใจของฉันจะต้องเป็นไปอย่างรอบคอบ ถูกต้องและสมเหตุผล	1	2	3	4	5
23 ฉันชอบที่จะมีอิสระในการทำงานมากกว่าที่จะปฏิบัติตามกฎระเบียบ	1	2	3	4	5
24 กฎระเบียบต่างๆ อาจจะไม่จำเป็น หากว่ามีเหตุผลอื่นๆ ที่ดีกว่าในการปฏิบัติงาน	1	2	3	4	5
25 ฉันจะทักท้วงทันทีเมื่อเห็นว่าการทำงานผิดพลาด เช่นการลืมคิดค่าธรรมเนียมต่าง ๆ เป็นต้น	1	2	3	4	5
26 ฉันมีจุดมุ่งหมายในการทำงานเพื่อให้งานสำเร็จลุล่วง	1	2	3	4	5
27 ฉันมักจะใช้เวลาคิดอย่างรอบคอบเกี่ยวกับทุกสิ่งทุกอย่างที่จำเป็นต่อการทำงานก่อนลงมือทำงาน	1	2	3	4	5
28 ฉันพึงพอใจในการเอาใจใส่กับงาน แม้แต่ในรายละเอียดเล็กน้อย	1	2	3	4	5
29 ฉันมักจะปล่อยวางงานบางอย่างให้เป็นไปตามโอกาสมากกว่าที่จะวางแผนอย่างซับซ้อนและละเอียดทุกขั้นตอน	1	2	3	4	5
30 ฉันชอบที่จะวางแผนในการทำงานล่วงหน้า เพื่อไม่ให้เสียเวลาระหว่างการทำงาน	1	2	3	4	5
31 บางครั้งที่ฉันรู้สึกอารมณ์ไม่ดีที่จะพบปะผู้คน	1	2	3	4	5
32 ในชีวิตประจำวันฉันแทบจะไม่พบปัญหาซึ่งฉันไม่สามารถแก้ไขได้	1	2	3	4	5
33 อารมณ์ของฉันขึ้นและลงได้มากกว่าคนทั่วไปที่ฉันเคยรู้จัก	1	2	3	4	5
34 ฉันชอบอ่านหนังสือและชีวิตจริงมากกว่าหนังสือนวนิยายจินตนาการสร้างสรรค์	1	2	3	4	5
35 บางครั้งฉันรู้สึกต้องรับผิดชอบต่อสิ่งที่เกิดขึ้นรอบ ๆ ตัว	1	2	3	4	5
36 ฉันรู้สึกอ่อนไหวและกังวลมากกับบางสิ่งที่ฉันได้กระทำ	1	2	3	4	5
37 ฉันมีความกังวลใจเกี่ยวกับการทำงานน้อยกว่าเพื่อนร่วมงาน	1	2	3	4	5

	V	F	O	OW	P
38 ฉันทนไม่ได้เมื่อมีคนวิจารณ์ฉัน	1	2	3	4	5
39 บางครั้งฉันหงุดหงิด ullen เดียว ต่อบุคคลอื่นง่ายมาก	1	2	3	4	5
40 ฉันจะใจเย็นเสมอในการที่จะอธิบายงานให้บุคคลอื่นได้เข้าใจ	1	2	3	4	5
41 บางครั้งฉันเผชิญปัญหาจากการที่ฉันทำตามความคิดของฉัน โดยมิได้ปรึกษากับบุคคลที่เกี่ยวข้อง	1	2	3	4	5
42 ฉันมีแนวความคิดใหม่ๆ ที่จะนำไปใช้ในการปฏิบัติงาน	1	2	3	4	5
43 ฉันสนใจในแนวความคิดซึ่งบางครั้งฉันได้มองข้ามไป	1	2	3	4	5
44 คนส่วนใหญ่มักไม่เข้าใจในความคิดที่ละเอียดและซับซ้อนของฉัน	1	2	3	4	5
45 คนส่วนใหญ่พูดว่าความคิดของฉันนั้นเป็นจริงและปฏิบัติได้	1	2	3	4	5
46 ฉันมีความคิดริเริ่ม สร้างสรรค์ในการทำงานมากกว่าจะใช้วิธีเดิมๆ	1	2	3	4	5
47 ฉันสนใจในผู้คนที่มีแนวความคิดสร้างสรรค์แปลกใหม่	1	2	3	4	5
48 ฉันรู้สึกเบื่องานที่ซ้ำซากจำเจ	1	2	3	4	5
49 ฉันชอบที่จะคิดหาวิธีการใหม่ในการปรับปรุงงานให้ดีขึ้น	1	2	3	4	5
50 ฉันชอบที่ถกเกี่ยวกับเรื่องความแตกต่างพื้นฐานที่เกิดขึ้นในมุมมองของสังคม	1	2	3	4	5



ส่วนที่ 3 แบบสำรวจแรงจูงใจในการปฏิบัติงาน

คำแนะนำ: กรุณาแสดงระดับความคิดเห็นของท่านโดยการวงกลมล้อมรอบหมายเลขที่อธิบายความรู้สึกในประโยคดังกล่าวข้างล่างนี้ที่ใกล้เคียงที่สุด เพื่อแสดงความรู้สึกของท่านเกี่ยวกับแรงจูงใจในการปฏิบัติงานของท่านที่เป็นอยู่ได้ดีที่สุด

ระดับของความคิดเห็น		รายละเอียดของความคิดเห็น
1	=	ไม่เห็นด้วยอย่างยิ่ง (SD)
2	=	ไม่เห็นด้วย (D)
3	=	ไม่แน่ใจ (UC)
4	=	เห็นด้วย (A)
5	=	เห็นด้วยอย่างยิ่ง (SA)

	SD	D	UC	A	SA
1 ฉันรู้สึกภาคภูมิใจในตัวเองเมื่อทำงานได้ดี	1	2	3	4	5
2 การปฏิบัติงานที่ดีของฉันทำให้ฉันเจริญก้าวหน้าในอาชีพและตำแหน่งงาน	1	2	3	4	5
3 ฉันชอบที่จะมีงานทำตลอดเวลา	1	2	3	4	5
4 ฉันชอบทำงานตามลำพัง	1	2	3	4	5
5 ฉันชอบรู้จักผู้คนในระหว่างการทำงาน	1	2	3	4	5
6 อาชีพและตำแหน่งงานของฉันมั่นคง	1	2	3	4	5
7 ฉันรู้สึกมั่นคงกับการทำงานในบริษัทที่มีอนาคตนี้	1	2	3	4	5
8 ฉันชอบที่จะมีโอกาสปฏิบัติงานที่ใช้ความสามารถของฉัน	1	2	3	4	5
9 ฉันชอบที่จะมีโอกาสในการตัดสินใจ	1	2	3	4	5
10 ฉันชอบที่จะมีโอกาสได้พยายามใช้วิธีการของตัวเองในการทำงาน	1	2	3	4	5
11 ฉันชอบที่จะได้รับความยุติธรรมและเอาใจใส่ของผู้บังคับบัญชา	1	2	3	4	5
12 ฉันได้รับคำแนะนำและการสนับสนุนในการปฏิบัติงานจากผู้บังคับบัญชา	1	2	3	4	5
13 ฉันได้รับการบังคับบัญชาที่ดีและเพียงพอต่อการปฏิบัติงาน	1	2	3	4	5
14 ฉันพอใจกับผลตอบแทนที่ได้รับเมื่อเทียบกับงานที่ฉันทุ่มเทให้กับบริษัท	1	2	3	4	5
15 ฉันรู้สึกว่าปริมาณงานที่ทำมากขึ้น จะได้รับผลตอบแทนที่สูงขึ้น	1	2	3	4	5

	SD	D	UC	A	SA
16 นโยบายของบริษัทได้ถูกนำมาปฏิบัติอย่างจริงจัง	1	2	3	4	5
17 ฉันชอบที่จะมีโอกาสในการให้คำแนะนำและบอกกล่าวผู้อื่นให้ปฏิบัติงาน	1	2	3	4	5
18 ฉันรู้สึกสบายใจกับการทำงานในสภาพแวดล้อมที่ดี	1	2	3	4	5
19 การปฏิบัติงานที่มากขึ้นทำให้ฉันได้รับโอกาสก้าวหน้าในอาชีพและตำแหน่งงาน	1	2	3	4	5
20 ฉันชอบผู้บังคับบัญชาที่รับฟังความคิดเห็นของผู้ใต้บังคับบัญชาที่มีผลการปฏิบัติงานที่ดี	1	2	3	4	5



BIBLIOGRAPHY

Articles, Journal, and Working Papers:

- Adler (1939), Social Interest: A Challenge to mankind, New York.
- Anderson, Gary (1996), Fundamentals of Education Research, London, Falmer Pr
- Allport (1961), Pattern and Growth in Personality, New York, Holt, 1961.
- Allport (1937), Personality: A Psychological Interpretation (New York: Holt, Rinechart and Winston).
- Anderson, Alan H., and Kyprianou Anna, (1994). "Effective Organization Behavior, a skills and activity based approach".
- Barrick, M.R., & Mount, M.K., (1991). "The Big-Five Personality dimensions and job performance: A meta-analysis. Personnel Psychology", 44, 1-26.
- Buss, D.M. (1991) Evolutionary Personality Psychology. Annual review of Psychology, Personality and Environment: Assessment of Human Adaptation, New York, John Wiley & Sons, 1989.
- Cantell (1973), Personality and Mood by Questionnaire, San Francisco.
- Cattell, R.B. (1979) Personality and Learning Theory. New York: Springer.
- Costa, P.T., Jr., & McCrae, R.R., (1992). "Revised NEO Inventory NEO-PI-R and NEO Five-Factor (NEO-FFI) Inventory professional manual". Odessa, FL: PAR".
- Costa, P.T., Jr., & McCrae, R.R., (1988). "Personality in adulthood: A six-year longitudinal study of self-reports and spouse ratings on the NEO Personality Inventory". Journal of Personality and Social Psychology, 54, 853-863.
- Debra L. Nelson, James Campbell Quick, (1996) "Organizational Behavior", The Essentials, by West Publishing Company.
- Digman, J.M., (1990). "Personality Structure: Emergence of the Five-Factor Model, in M.R". Rosengweig and L.W. L.W. Porter (eds.), Annual Review of Psychology, Vol. C1 (Palo Alto, CA: Annual Review).
- Digman, J.M., (1989). "Five robust trait dimensions: Development, stability, and utility. Journal of Personality", 57, 195-214.
- Don Hellriegel, John W. Slocum, Jr., Richard W. Woodman (1998). Organizational Behavior, 8th. Edition.

- Dubrin, Andrew, J., (1997). "Fundamentals of Organizational Behavior", an applied Approach by South-Western College Publishing".
- Evans, R. (1971), Gordon Allport: A conversation, Psychology Today.
- Eysenck, H.J. (1947). Dimensions of personality, London.
- Eysenck, H.J. (1952). The scientific study of personality, London.
- Eysenck, H.J. (1976). Sex and personality, Austin: University of Texas Press.
- Eysenck, H.J. (1982). Personality. In H.J. Eysenck (Ed.), personality, genetics and behavior: Selected Paper.
- Fiske, D.W. (1949). Consistency of the factorial structures of personality rating from different sources.
- Goldberg, L.R. (1981). Language and individual differences: The search for universals in personality.
- Goldberg, L.R. (1982). From ace to zombie: Some exploration in the language of personality.
- Herzerg, Frederick, (1959). The motivational to work, New York.
- Herzerg, Frederick, (1968). "One More Time: How do you motivate employees?" Harvard Business Review, Vol. 46, pp. 53-62.
- Hjelle, Larry, A., Ziegler, Daniel, J., (1992). Personality Theories, 3rd. ed., Basic Assumption, Research, and Applications, by McGraw-Hill, Inc.
- Hogan, R. (1983). Socioanalytic Theory of personality.
- Hogan, J., & Ones, D.S., (1997). Conscientiousness and integrity at work. In R. Hogan, J. Johnson, & S. Briggs (Eds.), Handbook of personality psychology (pp. 849-870). San Diego: Academic Press.
- Horney K. (1950). Neurosis and human growth: The struggle toward self realization, New York.
- Howell, David C. (1997). "Statistic Methods for Psychology", Fourth Edition.
- J. Royce (1983). Personality in Integration: A Synthesis of the Parts and Wholes of Individual and Individual Theory, Journal of personality, December, 1983.
- Maslow (1943). A theory of human motivation, Psychological Bullentin.
- McCrae & Costa, (1985, 1987). Validation of the five factors model of personality across instruments and observes. Journal of personality and Social Psychology.

- McCrae, R.R., & John, O.P., (1992). An introduction to the five-factors model and its applications. Journal of Personality, 2, 175-215.
- Moddi, S.R. (1980). Personality Theory: A Comparative Analysis, 4th. Edition, Homewood, IL.
- Murphy, Kevin, R., (1996). Editor "Individual Differences and Behavior in Organization", by Jossey-Bass Inc., California.
- Norman (1963), Digman and Takemoto Chock (1981). Toward and adequate taxonomy of personality attributes, Journal of abnormal and Social Psychology.
- Pervin, L.A. (1980). Personality Theory and Assessment, New York.
- R.C. Carson (1989). "Personality" in M.R. Rosenzweig and L.W. Porter (eds.). Annual Review of Psychology, vol. 40.
- Robbins, Stephen P.R., (1997). Organization Behavior, fifth edition.
- Robbins, Stephen, P., (1996). "Organization Behavior, Concepts, Controversies, Application", by Prentice Hall, Inc.
- Robert P. Vecchio (1987). Are you in or out with your Boss?, Business Horizons.
- Rogers, C.R. (1977) Carl Rogers on Personal Power. New York : Delacorte Press.
- Rorcharch H. (1951). Psychodiagnostics, New York.
- Sigmund Freud (1960). The psychopathology of everyday life. In Standard Edition (vol. 6), London.
- Steers, Richard, M., Porter, Lyman, W., and Bigley, Gregory, A., (1996). Motivation and Leadership at Work, 6th edition, by McGraw-Hill Company, Inc.
- Takio Nakawa , (1993), Japanese Management, by The Association for Overseas Technical Scholarship (AOTS).
- Tellegan (1982). Brief Manual for the differential personality questionnaire, unpublished manuscript, University of Minnesota.
- Tett, R.P., Jackson, D. N., & Rothstein M., (1991). Personality measures as predictors of job performance: A meta-analytic review. Personnel Psychology, 44, 703-742.
- Tupes, E.C. & Christal R.E. (1961, 1992). Recurrent personality factors based on trait ratings, USAF ASD Technical Report, No. 61-97.
- Watson & Pennebaker, (1989). Traumatic experience and psychosomatic disease.
- Wilson, G. (1978) . Introversion / Extroversion In H. London & E.C. Exner (Eds.)

Weiss Joseph (1996). Organizational Behavior & Change :Managing Diversity ,Cross-Cultural Dynamics, and Ethics . U.S.A. : West Publishing Company.

Web Sites:

The Personality project—Recommended Readings, December, 20, 1998
<http://pmc.psych.nwu.edu.perproj/readings>



CURRICULUM VITAE

Name: Vasana Kitcharoen

Birth: 18th March 1964, Nakornpathom, Thailand.

Education Background:

- 1980 St. Peter School (Primary – Junior School)
- 1982 St. Joseph Convent (High School)
- 1987 Bachelor Degree in Business Administration, Majoring in Accounting from Assumption Business Administration College (ABAC)
- 1999 Master of Management (Organization Development) from Assumption University, Bangkok, Thailand

Work Experience:

After graduated from Assumption Business Administration College, the researcher started working at Kallawis Auto Parts Industry Co., Ltd. (KAP) for more than 10 years. Her position are listed as following :-

- April 1987 - May 1990* : Joined the company as Accountant
- June 1990 - September 1992* : Served as Section Chief of Accounting Department
- October 1992 - March 1995* : Served as Section Manager of Accounting Department
- April 1995 - Present* : Worked as Assistant Manager of Accounting Department

The researcher has been working as Assistant Department Manager, Accounting Department in Kallawis Auto Parts Industry Co., Ltd. (KAP). The company was established in 1973 under the promotion of Thai government to create job opportunities and support the balance of trade in Automobile Industry. With the help of experts from Japan, the company has developed the quality of steel wheel and press parts products for local car makers as well as global markets. The main customers are Toyota Motor Thailand, Isuzu Motor (Thailand), Siam Nissan Automobile, MMC Sittipol . The responsibility of the researcher is mainly control of all accounting job and tax matters and her job is reported directly to Japanese manager who was authorized from Head Office in Japan to work in the company for a period of time.



