STUDY OF LEADERSHIP PERSONALITY LEADERSHIP STYLE AMONG TELECOMMUNICATION PROJECT MANAGERS IN MALAYSIA

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ABSTRACT

This research was conducted to identify the relationship between the 16 Personality Global Factors and the leadership style among telecommunications project managers in Malaysia. There are five personality studies in this research which are the extraversion, anxiety, tough-mindedness, independence, and self-control. There are three types of leadership style study in this research which included the task-oriented leadership, change-oriented leadership and relations-oriented leadership. Two sets of questionnaires were developed and distributed to the managers and their subordinates respectively. A total sample of 31 managers and 31 subordinates were used in this study. The results of this study showed that extraversion, anxiety, and independence personality are positively correlated with the change-oriented leadership, while tough-mindedness and self-control have negative relationships towards the change-oriented leadership. Besides that, task-oriented leadership is positively associated with tough-mindedness, independence and self-control, while it is negatively associated with extraversion and anxiety. Extraversion, and tough-mindedness personality are positively correlated to the relations-oriented leadership compared to the anxiety personality which is negatively correlated with.

ABSTRAK

Penyelidikan ini dijalankan untuk mengenal pasti hubungan antara *16 Personality Global Factors* dan gaya kepimpinan di kalangan pengurus projek telekomunikasi di Malaysia . Terdapat lima personaliti dalam penyelidikan ini, iaitu *extraversion, anxiety, tough-mindedness, independence,* dan *self-control* manakala tiga jenis gaya kepimpinan yang dikaji ialah *task-oriented leadership, change-oriented leadership* dan *relations-oriented leadership.* Dua set soal selidik telah disedia dan diedarkan masing-masing kepada pengurus dan orang bawahan mereka. Sampel sebanyak 31 orang pengurus dan 31 orang bawahan telah dipakai dalam kajian ini. Hasil kajian ini menunjukkan bahawa *extraversion, anxiety*, dan *independence* personality telah menunjukkan hubungan positif dengan *change-oriented leadership*, manakala *tough-mindedness* dan *self-control* mempunyai hubungan yang negatif dengan *change-oriented leadership*. Selain itu, *task-oriented leadership* telah mewujudkan hubungan yang positif dengan *tough-mindedness, independence* dan *self-control*. Kontradiksinya, hubungan antara *task-oriented leadership* dengan *extraversion* dan *anxiety* ialah negatif. Berbeza dengan personaliti *extraversion* dan *tough-mindedness* yang mempunyai hubungan positif dengan *relations-oriented leadership, anxiety* sebaliknya menujukkan hubungan yang negatif.

TABLE OF CONTENTS

		Page
SUPERVISOR'S DECLARATION		i
STUDENT'S DECLARATION		ii
ACKNOWLEDGEMENT		iii
ABSTRACT		iv
ABSTRAK		v
TABLE OF CONTENTS		vi
LIST OF TABLES		x
LIST OF FIGURES		xi
CHAPTER 1	**INTRODUCTION**	
1.0	Introduction	1
1.1	Problem Background	1
1.2	Problem Statement	3
1.3	Research Objectives	4
1.4	Research Questions	4
1.5	Research Framework	4
1.6	Research Hypothesis	5
1.7	Research Scope	6
1.8	Significance of Study	6
1.9	Operational Definition	7
	1.9.1 Leader Personality	7
	1.9.2 Extraversion	7
	1.9.3 Anxiety	7
	1.9.4 Tough-Mindedness	7
	1.9.5 Independence	7
	1.9.6 Self-Control	8
	1.9.7 Leadership Style	8
	1.9.8 Task-Oriented Leadership	8
	1.9.9 Relations-Oriented Leadership	8
	1.9.10 Change-Oriented Leadership	8

1.10 Thesis Organization 9

CHAPTER 2 LITERATURE REVIEW

2.0 Introduction 10
2.1 Leader Personality 10
2.1.1 Sixteen Personality Global Factors (Cattell) 11
2.1.2 Extraversion 14
2.1.3 Anxiety 15
2.1.4 Tough-Mindedness 17
2.1.5 Independence 18
2.1.6 Self-Control 19
2.2 Leadership Style 20
2.2.1 Task-Oriented Leadership 21
2.2.2 Relations-Oriented Leadership 21
2.2.3 Change-Oriented Leadership 22
2.3 Leader Personality and Leadership Style Relationship 22
2.3.1 Relationship Between Personality and Task-Oriented Leadership Style 22
2.3.2 Relationship Between Personality and Relations-Oriented Leadership Style 23
2.3.3 Relationship Between Personality and Change-Oriented Leadership Style 23
2.4 Summary 24

CHAPTER 3 RESEARCH METHODOLOGY

3.0 Introduction 25
3.1 Research Design 25
3.2 Population and Samplings 26
3.3 Instrument Development 26
3.3.1 Questionnaire for Managers 27
3.3.2 Questionnaire for Subordinates 28
3.4 Data Collection 29

3.5	Data Analysis	29
	3.5.1 Descriptive Analysis	29
	3.5.2 Reliability Test	30
	3.5.3 T-Test	30
	3.5.4 Normality Test	30
	3.5.5 Correlation Test	31
3.6	Summary	31

CHAPTER 4 RESULTS AND DISCUSSIONS

4.0	Introduction	32
4.1	Descriptive Analysis	32
4.2	Reliability Test	36
4.3	T-Test	37
4.4	Normality Test	38
4.5	Pearson Correlation Analysis	39
4.6	Discussion	45
	4.6.1 Relationship between 16 Personality Global Factor and Change-Oriented Leadership	45
	4.6.2 Relationship between 16 Personality Global Factor and Task-Oriented Leadership	46
	4.6.3 Relationship between 16 Personality Global Factor and Relations-Oriented Leadership	47
4.7	Summary	47

CHAPTER 5 CONCLUSION AND RECOMMENDATION

5.0	Introduction	49
5.1	Conclusion	49
5.2	Limitation	50
5.3	Recommendation for Future Research	51

REFERENCES 52

APPENDICES

A	Gantt Chart	56
B	Questionnaire For Managers	58

C	Questionnaire For Subordinates	63
D	Descriptive Analysis	67
E	Reliability Analysis	69
F	T-Test	73
G	Normality Analysis	74
H	Pearson Correlation Analysis	76

LIST OF TABLES

Table No.	Title	Page
2.1	16PF scale names and descriptors	12
2.2	Alignments among 16 personality Global Factors and NEO-PI-R Big Five Model	14
3.1	Structure for leader personality questionnaire	27
3.2	5 Likert-scale used to evaluate the statement	28
3.3	Structure for leadership style questionnaire	28
3.4	Likert-scale used to evaluate the statement of leadership style	28
4.1	Frequency of percentage of respondents' gender	33
4.2	Frequency of percentage of respondents' racial	33
4.3	Frequency of percentage of respondents' age	34
4.4	Frequency of percentage of respondents' educational level	35
4.5	Frequency of percentage of respondents' position	35
4.6	Reliability test of variables	36
4.7	T-Test for independent variables	37
4.8	T-Test for dependent variables	38
4.9	Descriptive statistics for variables	38
4.10	Pearson correlation between 16 personality global factor and change-oriented leadership	40
4.11	Pearson correlation between 16 personality global factor and task-oriented leadership	41
4.12	Pearson correlation between 16 personality global factor and relations-oriented leadership	43
4.13	Summary of entire results of hypothesis testing	48

LIST OF FIGURES

Figure No.	Title	Page
2.1	16 PF Global Factors and the Primary Trait Make-Up	14
2.2	Components of Extraversion	15
2.3	Components of Anxiety	16
2.4	Components of Tough-Mindedness	18
2.5	Components of Independence	19
2.6	Components of Self-Control	20
3.1	The procedures of data collection	29
4.1	Respondents' gender	33
4.2	Race	33
4.3	Age	34
4.4	Educational level	35

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

This chapter covers introduction, problem background, problem statement, research objectives, research questions, research framework, research hypothesis, research scope, significance of study, and thesis organization.

1.1 PROBLEM BACKGROUND

According to the International Union (ITU), telecommunications are defined as "any transmission, emission, or reception of signals, writings, images, and sounds; or intelligence of any nature by wire, radio, visual, or other electromagnetic systems. Cellular communication in telecommunication is a technology which can reduce the distance between users. Besides that, it hugely minimizes the time required to transmit a message.

According to the Global Mobile newsletter (2002), in Peninsular Malaysia, telecommunication service was handled by Telecommunications Department during 1946. Sabah and Sarawak kicked started the telecommunication services in 1968. In l987, Malaysia's telecommunication services were transferred to Syarikat Telekom Malaysia Berhad which is known as Telekom Malaysia Berhad in the present. In 1985, Telekom Malaysia introduced mobile telecommunication services with the systems using analogue technology. In 1998, analog subscribers were overtaken by GSM subscribers with more than one million subscribers (Noorihsan, 2004).

Nowadays, cellular communication service in Malaysia's telecommunication sectors is very demanding. The competition among the cellular communication companies is very strong. Telecommunication sector has made up the competitive market in Malaysia, due to the "equal access" policy implemented in 1999. This policy ended the Telekom Berhad monopoly era in telecommunication sector.

Leader is the important person who can lead to the success of organization in the competitive market. According to Bernard (1927), leaders can drive the team members in a desired direction. Leader is able to create a brighter future for an organization with a right direction. However, with wrong direction, leader will cause the organization fail to survive. A successful project needs a right leader; in order to become a right leader, he or she needs to implement an appropriate leadership style. To effectively implement leadership style in a leader, personalities does matter (Bowden, 1926).

Most studies such as (Burn, 1978; Bennis, 1983; Bass, 1985a; Tichy & Devanna, 1986) pointed out leadership can transform followers, create visions of the goals that may be achieved, and clear in the following ways to achieve those goals. Barrick et al.(1991) proved that an effective leadership contribute to positive impacts on the organizational performance in the aspects of new income, earning per share, and return on equity. On the other way, leadership can improve employees's commitment that directly increases the organizational performance (Becker et al., 1996).

However, leadership is the alternative way whereby leaders shape their interactive behaviour with those they influence (Bass, 2008). There are few types of leadership styles commonly implemented, which is task-oriented leadership, relations-oriented leadership and change-oriented leadership. Different cultures, tasks, structure, and management system require different types of leadership style. Each of the leadership style has their respective strengths and weaknesses. Therefore, it is impossible to equip merely one leadership style in managing projects.

According to Oxford Dictionaries, personality is 'the combination of characteristics or qualities that form an individual's distinctive character'. A leader's personality can be related to leadership styles and impact on the effectiveness of

leadership style. Mumford et al., (1993) claimed that personality can effectively identify the level of an individual in generating high quality, creative solutions, and ill-defined tasks. Judge et al. (2002) mentioned that personality variables are constantly and reliably correlated with leadership effectiveness.

Leadership style is crucial to a project, especially in the competitive business environment. In order to have the most effective implemented leadership styles, it involves many criteria, such as personality, culture, and management system. A project can prefer the particular appropriate leadership styles which able to commit well to the organization's culture and management system, but leaders cannot choose the leadership style that goes along with their personalities if the leadership style does not suit the situation. To conclude, it is necessary to choose leaders with strong personalities in order to implement the leadership style effectively.

1.2 PROBLEM STATEMENT

In reality, there are many projects and organizations in Malaysia that have neglected and not concerned about the leader's personality factors and the implementation of leadership styles. In the matter of fact, personalities will lead to ineffective implementation of leadership style. According to Judge et al. (2002), effective leadership was correlated with the leader's personality. Today's market is highly competitive, therefore effective leadership is needed to survive and become excellent in the market. Besides that, effective leadership not only contribute to the organization and project, it also has an impact on the economic growth of the country.

Notwithstanding, in Malaysia we do not have much study and research on the relationship between leader's personality and leadership styles, especially in telecommunications sectors. Therefore, information is very limited in Malaysia in this field. Lack of information induces organizations do not want to have a try at implementing this knowledge in the leader promotion. Besides that, lack of knowledge on the relationship between leader personality and leadership style has also resulted in unclear guideline for organization to select a right leader as well as leader development program to implement an effective leadership style.

1.3 RESEARCH OBJECTIVES

RO1: To identify different types of leader personality among telecommunication managers in Malaysia.

RO2: To identify the level of different types of leadership style among telecommunication managers in Malaysia.

RO3: To evaluate the relationship between leader personality and leadership style among telecommunications managers in Malaysia.

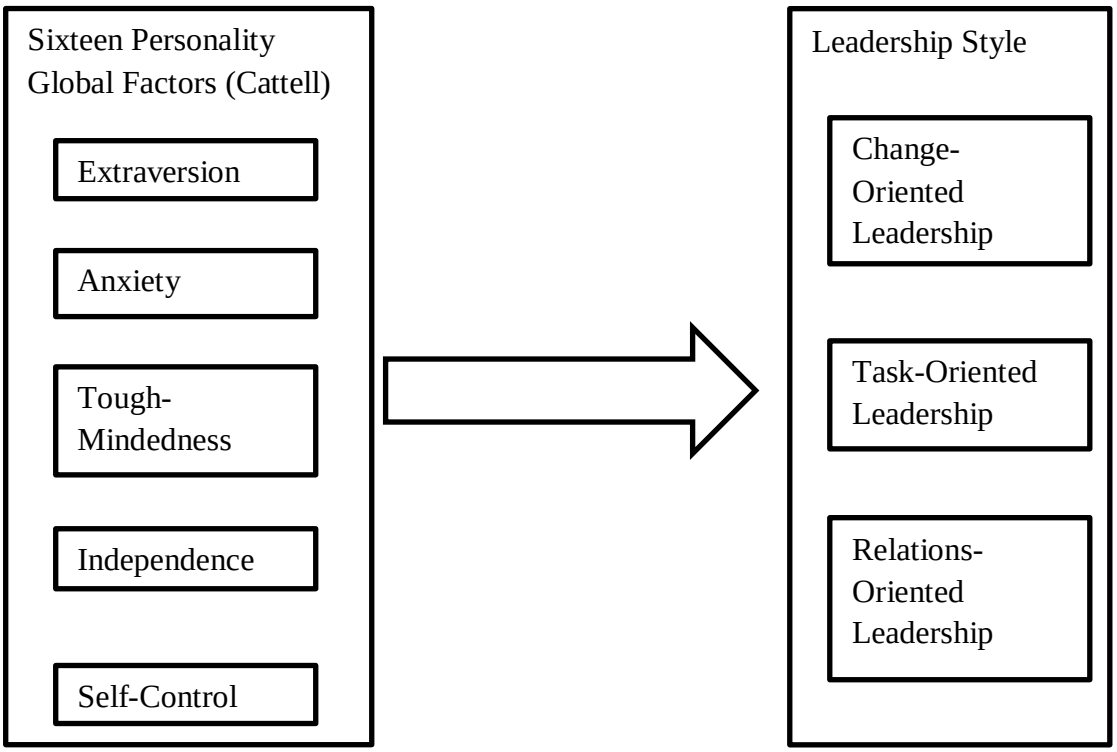
1.4 RESEARCH QUESTIONS

RQ1: What are the types of leader personality among telecommunication?

RQ2: What are the levels of different types of leadership style among telecommunication?

RQ3: How is the relationship between leader personality and leadership style among telecommunication?

1.5 RESEARCH FRAMEWORK



1.6 RESEARCH HYPOTHESIS

The hypotheses of the study are:

H1a: There is a positive relationship between extraversion personality and change-oriented leadership.

H1b: There is a negative relationship between anxiety personality and change-oriented leadership.

H1c: There is a positive relationship between tough-mindedness personality and change-oriented leadership.

H1d: There is a negative relationship between independence personality and change-oriented leadership.

H1e: There is a negative relationship between self-control personality and change-oriented leadership.

H2a: There is a negative relationship between extraversion personality and task-oriented leadership.

H2b: There is a positive relationship between anxiety personality and task-oriented leadership.

H2c: There is a negative relationship between tough-mindedness personality and task-oriented leadership.

H2d: There is a negative relationship between independence personality and task-oriented leadership.

H2e: There is a positive relationship between self-control personality and task-oriented leadership.

H3a: There is a positive relationship between extraversion personality and relations-oriented leadership.

H3b: There is a negative relationship between anxiety personality and relations-oriented leadership.

H3c: There is a negative relationship between tough-mindedness personality and relations-oriented leadership.

H3d: There is a positive relationship between independence personality and relations-oriented leadership.

H3e: There is a negative relationship between self-control personality and relations-oriented leadership.

1.7 RESEARCH SCOPE

The purpose of this study is to focus on the relationship between leader personality and leadership style. There are five leader personalities in this study, which are the extroversion, anxiety, tough-mindedness, independence, and self-control. However, the leadership style in this study will focus on the change-oriented leadership, task-oriented leadership, and relations-oriented leadership. The study will focus on the telecommunications sector. Respondents will be selected from the telecommunications companies located in Kuantan, Pahang and questionnaire will be distributed. The information will be analysed by SPSS (version 22) to get the results that can examine the potential relationship between leader personality and leadership style.

1.8 SIGNIFICANCE OF STUDY

"Businesses don't fail, leaders do." (Singer & Millage, 2013). Nowadays, this adage is more relevant in the business market. A leader is someone who directs the followers to achieve a specific goal by the outstanding leadership style. The impact of leadership is the keystone to the success of an organization. However, to optimize the potential of leadership, we need to look at the connection of leadership and personality. It is incredibly valuable to understand the leader personality and leadership styles in a competitive market. Hence, telecommunication services can use the relevant findings to increase the competitive advantage.

Through the understanding of the relationships between personality and leadership style, we can increase the chance of success for achieving the project's goal in telecommunication services. Organizations can utilize the findings of the research to train and shape their leader's personality to match with the leadership style needed. It will help to enhance the effectiveness when implementing the leadership style. Besides that, organizations can use the personality test to promote leaders for the next stage or set a criteria to recruit leaders. Furthermore, this study will contribute literature on personality and leadership style for future research use. In conclusion, this study can provide a guideline to clearly understand the relationship between leader personality and leadership style.

1.9 OPERATIONAL DEFINITION

1.9.1 Leader personality

Leader personality is indicated as the uniqueness of a person and the special characteristics or pattern of traits that differs from others. According to Pervin (1968), personality is the structural and dynamic character performed when the individual responds to the circumstances, which indicates the lasting traits that make one different from others.

1.9.2 Extraversion

Extraversion is a preference to focus on the world outside the self. Barrick and Mount (1991) mentioned that extraverts are more assertiveness, active and outgoing, and positive social interactions seem to be important to them.

1.9.3 Anxiety

Anxiety is a common term for several disorders that cause nervousness, fear, apprehension, and worrying. These disorders affect individual's feeling, behaviour, and visible real physical symptoms.

1.9.4 Tough-Mindedness

Tough-mindedness is defined as the degree to which a person has a broad range of interests in imaginative, creative, and willing to consider new ideas. In other words, it also used to measure the level of acceptance toward new things.

1.9.5 Independence

Independence is defined as not affiliated with a larger controlling unit; not relying on something else; and showing a desire for freedom.

1.9.6 Self-Control

Self-control is defined as a person can control over feelings or actions. An individual who has self-control is able to control one's own desires, actions, impulses, or emotions.

1.9.7 Leadership style

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people.

1.9.8 Task-Oriented leadership

Task-oriented leadership is focused on accomplishing the task in an efficient and reliable way.

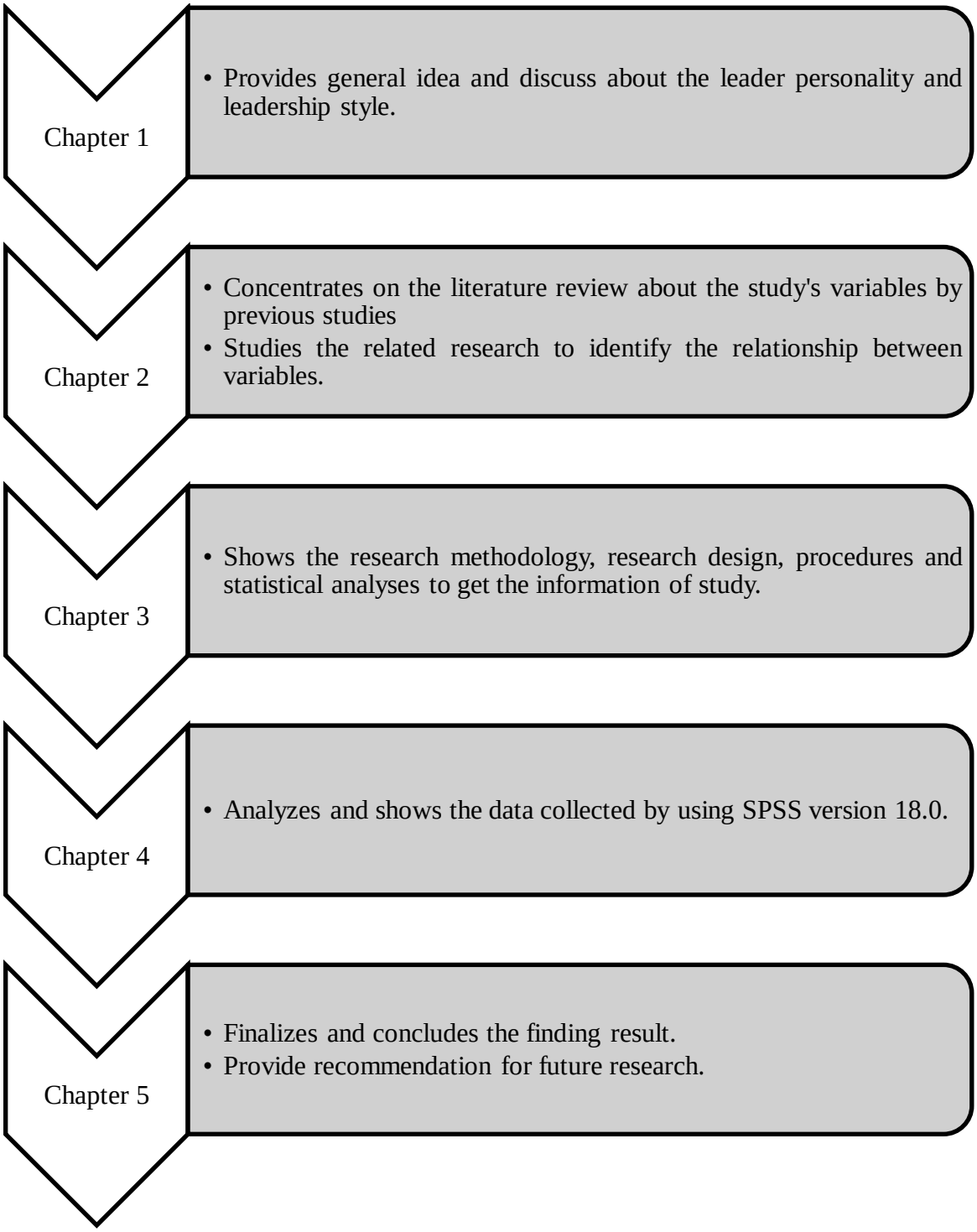
1.9.9 Relations-Oriented leadership

Relations-oriented leadership is focused on increasing mutual trust, cooperation, job satisfaction, and identification with the organization.

1.9.10 Change-Oriented leadership

Change-oriented leadership is focused on understanding environment, finding innovative ways to adapt to it, and implementing major changes, strategies, products, and processes.

1.10 THESIS ORGANIZATION



CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviews relevant topics on research objectives in this study. Information was collected from books and journals. There are four sections in this chapter. First section discusses the leader personality of extraversion, anxiety, touch-mindedness, independence, and self-control. Second section discusses about the leadership styles, which includes task-oriented leadership, relation-oriented leadership, and change-oriented leadership. The third section explains about the relationship between leader personality and leadership style and lastly, the fourth section is the summary of this chapter.

2.1 LEADER PERSONALITY

Leader personality stands for the meaning of personality belongs to a leader. Personality theory is the study of the ways in which each person differs from one and another. It focuses on the differences in the way people think, behave, and process information. It makes it possible to predict how a person will act or react under different situation.

Discussed by Pierce & Gardner (2002), personality can be grouped into two basic determinants, which is heredity and past interactions with the environment. Heredity is the personality mainly come with birth, namely “nature”. However, past interactions with the environment is same as “nurture”, which believe that personality is mainly shaped by life experiences. So, it means that personality can also be trained for

effective implement leadership style. Knowledge of personality is one of many tools in managerial and leadership tool kit for more effective managers and leaders. Therefore, it is useful for leader's training and leader's promotion purpose.

2.1.1 Sixteen Personality Global Factors (Cattell)

Sixteen Personality Factors were introduced by Raymond Cattell in 1949. According to Cattell (1949), human personality traits could be summarized by 16 personality factors. Sixteen Personality Factor Model aims to build a common taxonomy of traits using a lexical method to narrow natural language to standard applicable personality adjectives (Heather et al., 2008). Cattell (1949) believed that human characteristics such as creativity, authoritarianism or leadership skills could be predicted from these fundamental personality traits.

There are two levels of traits discovered by Cattell (1949), which included primary or secondary-level traits. Primary traits provide the most basic definition of individual personality. It combines up to 16 types of personality, which is shown in Table 2.1. Some studies done by Paunonen & Ashton (2001) and Roberts et al. (2005) agreed that primary traits are more powerful in understanding and predicting the complexity of behavior act.

The secondary traits or global factors are also known as the original Big Five, which includes 5 broad dimensions. Table 2.1 shows the global factors. The global factors provide a larger conceptual and organizing framework to understand the meaning and function of the primary traits. The combination is shown in Figure 2.1. Therefore, the primary traits provide more detailed information for the fullness and the uniqueness of an individual, while the global traits provide a broad overview of personality.

There is a similar concept between the Cattell Sixteen Personality Global Factors and the Costa & McCrae NEO Five Factor Model. This statement can be proved by few studies by Cattell (1996), Carnivez & Allen (2005) and Conn & Rieke (1994). These studies show the strong correlations and factor-analytic alignment between the

two models. The relationships between the two models are tabulated in Table 2.2. However, the two models have an important distinction in questionnaires. NEO-PI-R Five Factor Model's questionnaire involves a high degree of transparent self-rating of traits, for example, "I'm an even-tempered person". In this situation, the finding can become fact if the respondent answers with the prefer personality. In contrast, 16PF questionnaire tend to be more indirect and involves more contextualized about the actual behaviour from experience. For example, "I hardly ever feel hurried or rushed as I go about my daily tasks". 16PF test tends to measure personality more accurately.

Table 2.1: 16PF Scale Names and Descriptors

Descriptors of Low Range	Primary Factor	Descriptors of High Range
Reserve, impersonal, distant, cool, reserved, impersonal, detached, formal, aloof (Sizothymia)	Warmth (A)	Warm, outgoing, attentive to others, kindly, easy going, participating, likes people (Affectothymia)
Concrete thinking, lower general mental capacity, less intelligent, unable to handle abstract problems (Lower Scholastic Mental Capacity)	Reasoning (B)	Abstract-thinking, more intelligent, bright, higher general mental capacity, fast learner (Higher Scholastic Mental Capacity)
Reactive emotionally, changeable, affected by feelings, emotionally less stable, easily upset (Lower Ego Strength)	Emotional Stability (C)	Emotionally stable, adaptive, mature, faces reality calm (Higher Ego Strength)
Deferential, cooperative, avoids conflict, submissive, humble, obedient, easily led, docile, accommodating (Submissiveness)	Dominance (E)	Dominant, forceful, assertive, aggressive, competitive, stubborn, bossy (Dominance)
Serious, restrained, prudent, taciturn, introspective, silent (Desurgency)	Liveliness (F)	Lively, animated, spontaneous, enthusiastic, happy go lucky, cheerful, expressive, impulsive (Surgency)
Expedient, nonconforming, disregards rules, self indulgent (Low Super Ego Strength)	Rule-Consciousness (G)	Rule-conscious, dutiful, conscientious, conforming, moralistic, staid, rule bound (High Super Ego Strength)

Shy, threat-sensitive, timid, hesitant, intimidated (Threctia)	Social Boldness (H)	Socially bold, venturesome, thick skinned, uninhibited (Parmia)
Utilitarian, objective, unsentimental, tough minded, self-reliant, no-nonsense, rough (Harria)	Sensitivity (I)	Sensitive, aesthetic, sentimental, tender minded, intuitive, refined (Premsia)
Trusting, unsuspecting, accepting, unconditional, easy (Alaxia)	Vigilance (L)	Vigilant, suspicious, skeptical, distrustful, oppositional (Protension)
Grounded, practical, prosaic, solution orientated, steady, conventional (Praxernia)	Abstractedness (M)	Abstract, imaginative, absent minded, impractical, absorbed in ideas (Autia)
Forthright, genuine, artless, open, guileless, naive, unpretentious, involved (Artlessness)	Privateness (N)	Private, discreet, nondisclosing, shrewd, polished, worldly, astute, diplomatic (Shrewdness)
Self-Assured, unworried, complacent, secure, free of guilt, confident, self satisfied (Untroubled)	Apprehension (D)	Apprehensive, self doubting, worried, guilt prone, insecure, worrying, self blaming (Guilt Proneness)
Traditional, attached to familiar, conservative, respecting traditional ideas (Conservatism)	Openness to Change (Q1)	Open to change, experimental, liberal, analytical, critical, free thinking, flexibility (Radicalism)
Group-oriented, affiliative, a joiner and follower dependent (Group Adherence)	Self-Reliance (Q2)	Self-reliant, solitary, resourceful, individualistic, self sufficient (Self-Sufficiency)
Tolerated disorder, unexacting, flexible, undisciplined, lax, self-conflict, impulsive, careless of social rues, uncontrolled (Low Integration)	Perfectionism (Q3)	Perfectionistic, organized, compulsive, self-disciplined, socially precise, exacting will power, control, self –sentimental (High Self-Concept Control)
Relaxed, placid, tranquil, torpid, patient, composed low drive (Low Ergic Tension)	Tension (Q4)	Tense, high energy, impatient, driven, frustrated, over wrought, time driven. (High Ergic Tension)
	Global Scales	
Introverted, socially inhibited Low anxiety, unperturbable Receptive, open-minded,	Extraversion Anxiety Tough-	Extraverted, socially participating High anxiety, perturbable Tough-minded, resolute,

intuitive	Mindedness	unempathic
Accommodating, agreeable, selfless	Independence	Independent, persuasive, willful
Unrestrained, follows urges	Self-control	Self-controlled, inhibits urges

Adapted from: S.R Conn & M.L. Rieke (1994)

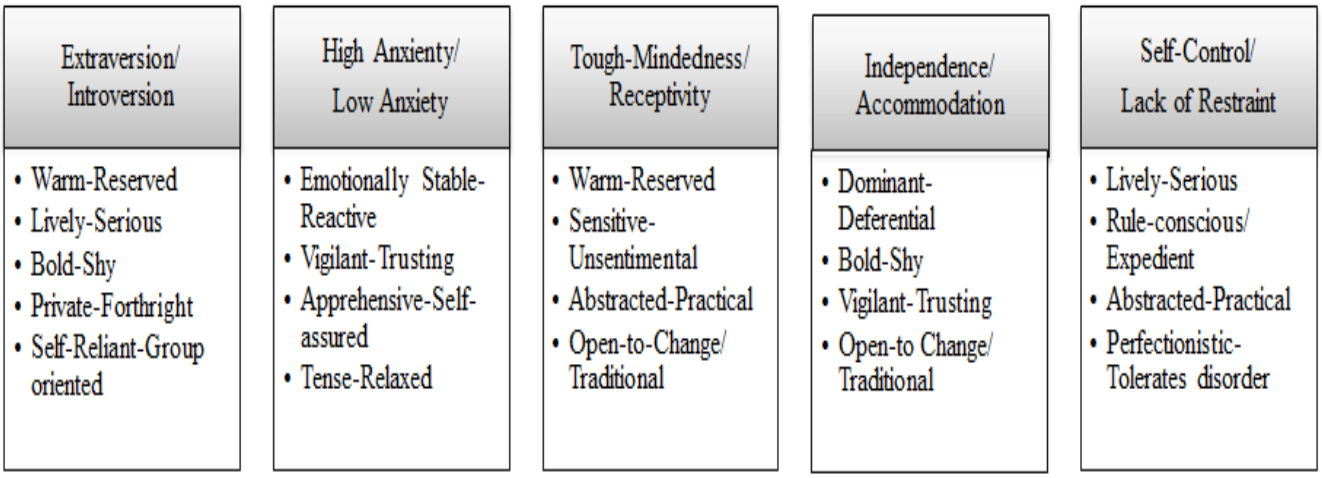


Figure 2.1: 16PF global factors and the primary trait make-up

Adapted from: Heather, E.P., Cattell & Mead, A.D. (2008)

Table 2.2: Alignments among 16 Personality Global Factors and NEO-PI-R Big Five Model.

16 Personality Global Factors	NEO-PI-R Big Five Model
Extraversion	Extraversion
Anxiety	Neuroticism
Tough-mindedness	Openness to experience
Independence	Agreeableness
Self-control	Conscientiousness

2.1.2 Extraversion

Extraversion differentiates people based on the interaction of people with the outside world, as opposed to people who are more absorbed and happy with their own company. Extraverted individuals are more likely to be the center of a group of friends, and they are more valued by their friend and become influential individuals to targets.

16 Personality Global Factors, extraversion is used to examine the general social participation level. It consists of two extremes of extraversion people. First type is people who score high on extraversion tends to be people oriented and seek out relationship with others. In other words, people are extroverted and social participatory. The second type is people who score low on extraversion, this is also known as introversion. This kind of people tend to be less outgoing, spending more time on their own than in the company with others. This kind of person is introverted and social inhibited.

According to Cattell (1993), the measurement of extraversion can be determined throughout the combination of positive warmth (A+), positive liveliness (F+), positive social boldness (H+), negative privateness (N-), and negative self-reliance (Q2-).

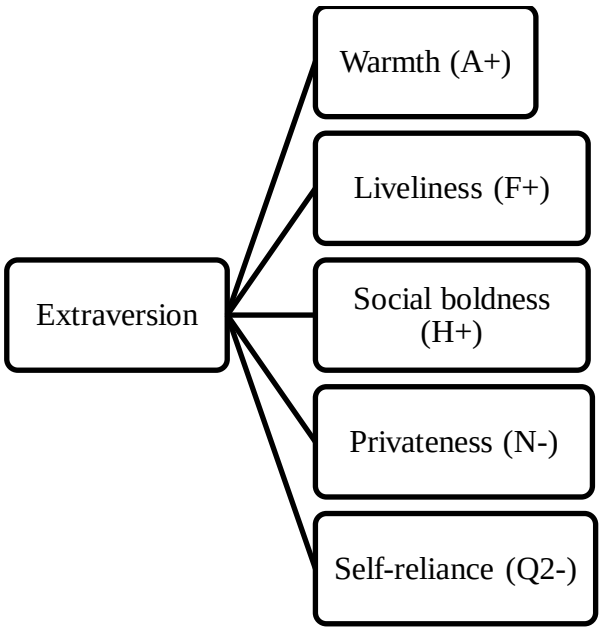


Figure 2.2: Components of Extraversion

2.1.3 Anxiety

Anxiety is an unpleasant state of inner disorder, often accompanied by nervous behaviour. It is one of the personalities in 16 Personality Global Factor, which is highly correlated with the neuroticism in NEO-PI-R Big Five Factor. Neuroticism is a