THE IMPACT OF PERSONALITY AND LEADERSHIP STYLES ON LEADING CHANGE CAPABILITY OF MALAYSIAN MANAGERS

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ABSTRACT

This study was conducted to investigate the influence of the Big Five Dimensions of personality of the Malaysian Managers and the leadership styles these managers use on their leading change capabilities. Total sample of 105 managers was used in this study. The results of this study revealed that the Malaysian managers tend to enjoy personalities that are conscious and open to experience. These managers tend to use consultative leadership style. However, they use autocratic, democratic and some of them use laissez-fair, but the respondents of this study scored higher in consultative leadership style. The results of the study showed that Extroversion personality trait as well as involvement leadership style were positively related with Leading Change. Both Openness to Experience and Emotional Stability were significantly and positively correlated with Consultative Leadership Style that the managers use. Involvement Leadership Style was found to be significantly and positively correlated with Leading Change (R^2=.38) In conclusion, this study showed a positively significant correlation between personality of managers, their leadership styles and their leading change capabilities.

Keywords: Adopting New Procedures, Leading Change Capability, Leadership Styles, Personality Traits

INTRODUCTION

A wise man once said that the only thing that remains constant is change. In the age of budget cuts and greater responsibility, the society's needs keep changing. This issue keeps arising. The world has become faster-paced now more than before. Kotter (1996), in his work "Leading Change", mentioned that the rate of change is not going to slow down anytime soon and he added that competition in most industries will probably speed up more in the next few decades.

In change situations, both perception and attitude play very important roles. Both perception and attitude are related to personality since the way people perceive things are different. Since leaders are those who are

responsible for leading change, we may wonder what kind of leaders they are. What kind of personality they need to have in order to be capable of leading change. Indeed, each manager has a unique and special personality where personality is the set of unseen characteristics and the processes that underlie a relatively stable pattern of behavior in response to ideas, objects, or people in the environment. Indeed, not all managers can be leaders; if we put a certain manger under certain circumstances and conditions he/she may bring about change in one organization; however, if we put another manager under the same conditions and circumstances, he/she may not necessarily bring about the same change. The manager's personality has a significant influence on the way they think, feel and relate other people. Personality traits tend to be pretty stable in adulthood and lead people to act in certain preferred ways. At work, the manager's personality will sometimes help subordinates to carry out work roles effectively and at other times get in the way. Individuals with extravert traits find it easier to lead meetings, confront presentations and lead change. By contrast, people with low scores on the agreeableness scale may take time to acquire skills in areas such as team building coaching and mentoring because they are very self-sufficient and self-absorbed (Browne, 2002).

People who have different backgrounds have different attitudes, values and norms. These people do reflect their cultural heritages, which are, in fact, different. These differences result in different personalities of individuals that determine their actions and behaviors. Some people have strong personalities. They can influence others to act and do things. Others, who have certain type of personality, can determine the way the organizations behave. Indeed, many researchers have conducted studies so as to understand the relationship between personality and human behaviors. (Dole & Schroeder, 2001).

On the one hand, managers believe that maintenance of stability is a successful strategy for today's organizations. They believe that in order to have a successful organization, they should keep things settled and stable. To them, strict control is needed for organizations to function efficiently and effectively. Furthermore, they believe that workers should be told what to do, how to do it, when to do it, and who to do it with. On the other hand, leaders believe that change is the appropriate means of success. They believe that the assumptions about the distribution of power between managers and subordinates are no longer valid. An emphasis on control and rigidity serves to influence motivation and morale negatively rather than produce desired results. Today's leaders share power rather than keep it to themselves; they find ways to increase an organization's power by making everyone in the organization involved and committed. Daft (2005) points out that the management environment has changed from that of stability into uncertainty. He explained that all what the organization needed in the past was workers to run machines eight hours a day. Therefore, traditional command-and-control systems generally worked quite well. However, the organization did not receive any benefits from employees' minds. The employees' minds were not made use of. Today, the financial basis for economy has become information rather than the real assets of land, buildings and machines. Therefore, the researcher believes that leaders should take their employees into their account to make them change the organization to the desired goals. Daft et al., (2005) stated that success depends on the intellectual capacity of all employees. He went on by stressing the fact that leaders should believe that they could own buildings and machines, but they cannot own people. They have to work with them to bring about change. Moreover, Yukl (2002) stated that leadership is a process of interaction between leaders and subordinates where a leader attempts to influence the behavior of his or her subordinates to accomplish organizational goals. Krause (2004) also mentioned that leadership is described as the selection of bases of influences.

Daft et al., (2005) tell us that the world of organizations is changing rapidly. Organizations are no more stable and settled. They face globalization, deregulation, e-business, telecommunications and virtual teams. Under these new conditions, he added, change is inevitable. People around the world have become conscious about these trends. Indeed, they are forced to adapt to new ways of working. Moreover, the unsettled and uncertain recent economic situation, the increase of ethical scandals, the multi-racial workforce and the absence of security, which is associated with war, as well as conflicts have made the task of leading change in organizations essential. Leaders are facing a really tough job to keep people focused and motivated towards accomplishing the goals, which are intended to be accomplished. Leaders that organizations need must be those who can guide people through the uncertainty and confusion, which periods of rapid change entails.

In the past, many managers assumed that keeping things running steadily would make the organization successful. However, today's world is in a constant motion, and nothing seems certain anymore. Daft (2005) reiterates that if managers still believed in stability in the twenty-first century, they would surely be mistaken and unsuccessful. For example, the researcher believes that nowadays, a bank manager who doesn't know how to use the computer and the internet is hard to be successful. As explained by Daft (2005) change has become the norm of many organizations today as we live in a continuously changing world. Leading change in the organization is not an easy task for leaders. A leader who cannot lead change may be the reason behind the organization's failure. Leaders play a main role in bringing about change and provide the motivation and communication needed to keep change efforts moving forward. Thus, while management maintains stability and creates culture of efficiency, leadership creates change and a culture of integrity. Therefore, we need leadership nowadays instead of merely management (Daft et al., 2005).

One of the challenges for leaders is to take their organizations into the future by implementing planned organizational changes that correspond to premeditated interventions intended to modify organizational functioning towards more favorable outcomes (Lipit, Wastson, & Westley, 1958)

This paper tries to find answers to the following questions: (1) what is the relationship between the personality traits of the managers and the leadership styles they use? and (2) what is the relationship between these leadership styles and the managers' capabilities to bring about?This paper will try to find answers to these questions.

LITERATURE REVIEW

Nowadays, leaders especially in successful organizations realize that internal changes must be made in order to cope with the external changes happening in the external environment. Leading change is one of the components of leadership effectiveness. It is the leaders' responsibility to lead change in the organizations. However, not all managers in organizations are leaders where leaders play a main role to bring about change and provide the motivation and communication to keep change efforts moving forward. Daft (2005) mentioned that strong and committed leadership is very crucial to successful change.

Traditionally, a leader was thought of as someone who is in charge of subordinates. He rather than she was thought of as someone in charge of the success of the organization. Organizations were based on the idea that the leader is in charge and in control of subordinates the thing that leads to the success of the organization. Thus, the role of the subordinates was passive. The leader was an authoritarian type of leader. However, since 1980s, organizations have been putting efforts to actively get employees involved in the activities of the organization through employees suggestions programs, participation groups, and quality circles. Later, however, there was a shift in the leaders' mindset where employees have become empowered to make decisions and have control over how they do their own jobs. Moreover, the idea of servant leadership has emerged where the leader is responsible for serving the needs of others, help them grow and provide opportunities for them to gain emotionally and materially (Daft, et al., 2005).

In fact, the personality of managers has a significant impact on their behavior. Personality has a significant influence on the way we think, feel and relate to other people. Extraverts and introverts, for example, represent the opposite ends of key personality traits that affect how people form and manage relationships with others and how they communicate- both at work and in their personal lives. The majority of people is of course neither very extrovert nor very introvert but somewhat in between. If managers are high on extraversion, they will like being surrounded by people at work and in their personal lives. They will also lead an active existence and they will seek excitement and stimulation. People are likely to perceive them as cheerful and optimistic (Doe, 2004).

LEADING CHANGE

Not all managers can bring about or lead change. In order to lead change, managers should be self-confident and go confidently towards leading change. Henry David Thoreau said: (Go confidently in the direction of your dreams. Live the life you've imagined). Heraclitus said: (Nothing endures but change). Adam Hyman Rickover

said: (Good ideas alone are not enough). Indeed, change is a basic part of our life and thus the organizations' lives. Leaders must predict forces that will cause change, identify opportunities that will require changes, react to unforeseen events that make changes urgent, and work with others to overcome the expected reactions to change, which almost always include some amount of resistance, which is often up to a significant degree. Sometimes leaders also must conserve the values and institutions that come under attack. Knowing when to change and when to preserve is a vital leadership ability.

Leading change is a significant part of the policy process. It is not enough to identify policy issues, develop potential solutions, and allocate the necessary resources. In order to implement policy in organizations, the community and society as a whole, leaders must learn how to initiate and plan for change, how to communicate the need for change, how to make a change appealing to gain support from others, and to consolidate the results so that the changes endure and have the intended impact. Leaders must also change themselves as they move along a path of professional growth and development. Understanding how to change oneself and to assist others to change and develop in response to new challenges are also important leadership skills. (Howard T. Prince II, 2004)

Kotter (2002) mentioned that people change what they do less not because they see a truth that influences their feelings, but rather because they are provided with an analysis that shifts their thinking. Kotter says that it is so especially in large-scale organizational change, where we are dealing with new technologies, restructurings, mergers and acquisitions, new strategies, cultural transformation, globalization, and e-business- whether in the whole organization, an office, a department, or even in a work group. Daft (et al.,2005) stated that leaders in today's most successful organizations are aware that internal changes must go along with what is happening in the external environment. Organizations must get exposed to change, not only to prosper but also to survive in today's changing world. Arnold Toynbee once described the rise and fall of nations in terms of challenge and response. He said that a young nation would be confronted with a challenge for which it would find a successful response. It then grows and prospers. But as time passes, the nature of the challenge changes. And if a nation continues to make the same, once-successful response to the new challenge, it inevitably suffers a decline and eventual failure. Therefore, the researcher ensures that we do not have to respond to change in the same way every time change happens or should happen. In every time, we have to consider the external environment as well as the internal one to know how to respond to change.

Browne (2005) explained that in any change situation in any organization, both perception and attitude of employees are very important. This, indeed, is related to the personality of employees, as the way employees perceive change is different. Psychologist Fritz Roethlisberger developed a theory that each change situation is interpreted by each individual according to their attitude. He developed into a diagram known as Roethlisberger's X chart. This chart includes attitude, which is formed by personal history. Thus, it is very important to consider those issues when it comes to successful change. Any manger in any kind of organization will implement change at a certain point. It is becoming obvious that leadership without change management skills is becoming ineffective as a core skill.

Viniar (2004) explained that organizations are like people in the sense that both go through predictable stages as they grow. From the one hand, Individuals go through the stages of infancy, childhood, adolescence and adulthood where they seek identity and fulfillment. At each of those stages, an individual acquires new and progressively more complex skills and behavior. From the other hand, organizations go through stages from startup to maturity where they seek identity and fulfillment of their purpose as well.

PERSONALITY

Observing the behavior of people, we can see that people behave differently. What someone considers right or a golden opportunity might be considered wrong or a threat by someone else. Indeed, there are thousands of ways in which people differ from each other. One way in which people differ and which is very useful in studying organizational behavior is personality. The personalities of people are in some ways unique; each person has a different patter of traits and characteristics that is not fully duplicated in any other person. This pattern of traits tends to be stable over time (Greenberg & Baron, 2003). There are two basic determinants of personality (Pierce & Gardner, 2003): our heredity and past interactions with our environment. Psychologists indeed have termed these

determinants as "nature" and "nurture". On the one hand, nature stands for the belief that personality is shaped largely by heredity, that is to say, much of our personality is inherited in birth. While there is no "personality gene research at the University of Minnesota suggest that as much as 50% of our personality is genetically determined. On the other hand, nurture stands for the belief that personality shaped mainly by life experiences, especially those from the cradle. Indeed, there is no accurate answer to the issue of how much nature and nurture affect and shape our personalities. However, our genetics make up sets of lower and upper limits for our personalities and our life experiences will determine where within that range we will fall. Knowledge of personality is one of many tools in the managerial and leadership tool kit for more effective managers or leaders (Pierce &Gardner, 2002).

Personality refers to the characteristics of the person that account for consistent patterns of feeling, thinking and behaving (Pervin et al., 2005). It is surprising to know that we may think of 17953 words to describe others' personalities. That number was found in a study of personality related words found in a search of an English language dictionary in a study, which was conducted over 60 years ago. After words with similar meanings had been combined, the list contained 171 distinct traits (Greenberg & Baron, 2003). We may wonder if we need to consider that huge number of traits to fully understand the role of personality in organization behavior. In fact, only five dimensions are to be considered as these dimensions have emerged in so many different studies conducted in different ways. They are referred to as the Big Five dimensions of personality (Digman, 1996).

The Big Five Personality Traits

Psychologists have studied thousands of different personality dimensions for many years. However, their studies were not that productive for the study of organizational behavior as there were a huge number of potential personality traits, the thing that made it difficult to validate which dimensions organizations should focus on. However, since early 1990s, it has become accepted that all of these personality dimensions can be distilled into "Big Five Model". In early 1900s, studies of personality began with progressing trend. As summarized by Digman (1996), Spearman (1904) started the work of his General Factor (g) in personality research. Webb (1915) had enlarged Spearman (1904)'s General factor (g) of "Intelligence". He analyzed instructors' ratings of two groups of male students, with respect of 48 characteristics and accordingly suggested the g-factor. Later, Garnett (1919) analyzed Webb(915)'s correlation further and a third factor was isolated from the data. Garnett (1919) interpreted this new factor as cleverness. This interpretation immediately suggested the "Intellect" (openness) factor of the Big Five Model. By 1919, there was evidence in the literature for three broad factors accounting for individual differences, "Intellect" (g), "conscientiousness" (w) and "Extroversion" (c) to give Webb-Garnett factors. Tupes and Christal (1961) who used a set of 30 scales borrowed from Catell (1933)'s slightly largest list and found five factors that were stable across replications and in their reanalysis of previous studies. Indeed, the interest of studying the Big Five Model continues until today. It was stated by Raad (2000) that Big Five Model issue is documented in special issues of the Journal of Personlaity (McCrae,1992), the Journal of Personality Assessment (Costa,1991), the European Review of Applied Psychology (Rolland,1994), the European Journal of Personality (Hofsee&Vantteck,1990) and dedicated books such as Costa and Wedidger (1993) and Wiggins(1996).

Lussier (2000) lines out the five factors in Big Five Model as (a) Surgency, (b)Agreeableness, (c) Adjustment,(d)Conscientiousness, and (e)Openness to Experience. However, Pierce & Gardner (2000) had classified this "Five" Personality Theory as: (a) Extroversion, (b) Adjustment, (c) Agreeableness, (d) Conscientiousness, and (e) Inquisitiveness. However, Goldberg's Five Personality Inventory (FFPI) compromises five general dimensions that describe personality. These dimensions are to be studied in this study. They are known as extroversion, agreeableness, conscientiousness, emotional stability, and openness to experience. In this study, the focus was on Goldberg's Five Personality Traits, which are as follows:

Extraversion (Sometimes Called Surgency).

The broad dimension of Extraversion includes a variety of specific traits such as talkative, energetic, and assertive. Daft (et.al.2005) mentioned that extroversion dimension also includes the characteristic of dominance. Extrovert people are often quite self-confident. They seek out positions of authority, and are competitive and assertive. They like to be in charge of others or have responsibility for others. Carly Fiorina, CEO of Hewlett-Packard, Daft gives an example, appears to have a high degree of both dominance and extroversion. She enjoys being "on stage"

speaking before a crowd, meeting new people in HP plants around the world. Fiorina also clearly enjoys being in a position of authority and influence. However, examples for the opposite of extraversion dimension were clear in the world of business. For example, Doug Ivester, who served for a short time, as CEO of Coca-Cola seems to have a low degree of both dominant and extroversion. Ivester was known to be very reserved in many situations. In addition, he did not appear to have a great desire to influence others, preferring to focus on details and strategy rather than the brightness of interpersonal relationships. Indeed, he sometimes came off as high-handed because he made and implemented decisions without trying to persuade others of his viewpoint.

Agreeableness

This dimension includes traits like sympathetic, kind and affectionate. Daft, (et.al.2005) defined agreeableness as the degree to which a person is able to get along with others by being good-natured, cooperative, forgiving, compassionate, understanding, and trusting. Daft (et.al.2005) added that a leader who scores high on agreeableness seems warm and approachable, whereas one who is low on this dimension may seem cold, distant, and insensitive. He added that people high on agreeableness tend to make friends easily and often have a large number of friends, whereas whose low on agreeableness generally establish fewer close relationships.

Conscientiousness

People high in Conscientiousness tend to be organized, thorough, and planning. Daft (et al.,2005) defined conscientiousness as the degree to which a person is responsible, dependable, persistent, and achievement-oriented. A conscientious person is focused on a few goals, which he or she pursues in a purposeful way, whereas a less conscientious person tends to be easily distracted and impulsive. This dimension of personality, Daft (2005) added, relates to the work itself rather than to relationships with other people. Indeed, many entrepreneurs show a high level of consciousness. For example, Jari Ovaskainen gave up a high-paying consultant job and sold his beloved Mercedes 300CE coupe to pursue his dream of starting a business. Ovaskainen's conscientiousness and hard wok helped Iobox, the Helsinki-based company he confounded, jump to an early lead in the market for wireless Internet service. Ovaskainen's high degree of conscientiousness is also reflected in the workplace. Unlike many Internet companies, Iobox doesn't have foosball tables or other diversions for employees: "We don't believe in mixing work life with play time," Ovaskainen says. He wants people focused on the goal of making Iobox the "next Yahoo."

Emotional Stability

Emotional Stability (sometimes called Neuroticism) is characterized by traits like tense, moody, and anxious. Daft (2005) refers to this dimension as the degree to which a person is well adjusted, calm, and secure. A leader who is emotionally stable handles stress well, is able to handle criticism, and generally doesn't take mistakes and failure personally. In contrast, leaders who have a low degree of emotional stability are likely to become tense, anxious, or depressed. They generally have lower self-confidence and may explode in emotional outbursts when stressed or criticized.

Openness to New Experiences

Openness to experience (sometimes called Intellect or Culture) is the dimension, which includes having wide interests, and being imaginative and insightful. Daft, 2005 defines this dimension as the degree to which a person has a broad range of interests and is imaginative, creative, and willing to consider new ideas. These people are intellectually curious and often seek out new experiences through travel, the arts, movies, reading widely, or other activities. People lower in this dimension tend to have narrower interests and stick to the tried-and-true ways of doing things. For example, one researcher found that early travel experiences and exposure to different ideas and cultures were critical elements in developing leadership skills and qualities in leaders like John Quncy Adams, Frederick Douglass, and Jane Adams.

Personality is related to behavior. Judge and Bono (2000) examined the relationship between Personality and transformational leadership and results showed that Agreeableness and Extraversion positively predicted transformational leadership. Moreover, Openness to Experience was also related to transformational leadership

Additional analyses showed that specific facets of the Big Five dimensions predicted transformational leadership less well than did the boarder dimensions. In addition, it has been speculated recently that emotional intelligence (EI) may be related to leadership effectiveness (Goleman, 1995; Mayer & Salvoey, 1995). The link between emotional intelligence and leadership effectiveness as explained by Goleman (1995) is that emotional intelligence components such as communication skills, empathy, self-regulation can help leaders adapt their behavior to the situation, solve complex problems, and understand the needs of others. Indeed, some studies have examined the relationship between emotional intelligence and leadership effectiveness, (Yukl, 2002). Goleman (1995) describes a study by McCelland that found that division managers with high emotional intelligence had higher earnings goals than those with low emotional intelligence.

Table 1: The Big Five Personality Dimensions

Lower End	Dimensions	Higher End
Angry,Tense,Nervous,Envious, Unstable	Emotional Stability	Calm, Relaxed, At Ease, Not Envious Stable
Unintelligent,Imperceptive,Unanalytical, Uninquisitive, Unimaginative	Openness to Experience	Intelligent, Perceptive, Analytical, Inquisitive, Imaginative
Introverted, Unenergetic, Silent, Unenthusiastic, Timid	Extraversion	Extroverted, Energetic, Talkative, Enthusiastic, Bold.
Cold, Unkind, Uncooperative, Selfish, Rude.	Agreeableness	Warm, Kind, Cooperative, Unselfish Polite
Disorganized, Irresponsible, Undependable, Negligent, Impractical.	Consciousness	Organized, Responsible, Reliable, Conscientious, Practical.

Source: Richard L. Daft (2005) The Leadership Experience, Third Edition, US: Thomson South-Western.

An Overview of Major Leadership Theories and Models

The evolution of leadership theory can be categorized into three eras: the trait, behavior, and contingency. Each era can be characterized by a dominant research strategy and focus of interest (Chemers, 1983). Yukl (2002) has pointed out that the conceptions of leadership have created a vast and bewildering literature. One of the most useful ways to classify leadership theory and research is according to the type of variable that is emphasized the most. In fact, the theories and empirical research was mostly developed based on leadership characteristics. They can be classified into four approaches: The Trait approach, The Behavioral Approach, The situational (contingency) Approach, and The Integrative Approach_Charismatic and Transformational Leadership.

Leadership Styles

In the late 1960s, the "styles" of a leader has become a main concern among the behavior investigations as mentioned by Zainal (2002). Shinha (1995) defined the word "style" as a pattern of regularities in the act of leading. However, in the early twentieth century, researchers tend to expand their studies bye examining all the traits of styles that leaders should possess. Transformational leaders are those who develop a positive relationship with their subordinates to strengthen the performance of the employees and thus the performance of the organization. Transformational leaders help their subordinates look beyond their own needs. They let them focus on the interest of the group as a whole. Transformational leaders may achieve their goals in one of the following ways: First, they may stimulate their employees intellectually. Second, they may be charismatic to their followers and serve as role models. Third, they may persuade their employees to believe in the mission and its attainability.

Fourth, they may meet the emotional needs of their employees. (Bass, 1985; Avolio & Bass, 1988; Bass & Avolio, 1993a; 1993b; Avolio, 1999).

The traditional understanding of leadership was that leaders are good managers who direct and control their people. That followers are obedient subordinates who follow orders is known as the authoritarian / autocratic style of leadership. Since the 1980s, many organizations have exerted efforts to actively get employees involved. Leaders have increased employee participation through employee suggestion programs, participation groups and quality circles. This was known as the participative/democratic style of leadership. Stewardship leadership style supports the belief that leaders are deeply accountable to others as well as to the organization, without trying control others, define meaning and purpose for others, or take care of others. The last leadership style is known as the servant style of leadership where servant leaders transcend self-interest to serve the needs of others, help others grow and develop, and provide opportunity for others to gain materially and emotionally (Daft et al., 2005). There are leaders who practice laissez-faire styles who allow members to figure out their own solutions. Moreover, there are leaders who are authoritative and dictate members every move. Indeed, there have been many researches done on leadership styles. According to Kee (2005)'s review, in the Malaysian context, however, not much is empirically known about the country's leadership (Ansari, 2004). Little has been done to study the type of leadership style that is suitable or effective to guide organizations undergo the growth and modernization. That is subjected to its high interaction in the global business, especially in the Asia region, which is experiencing exponential market growth. In a multi-racial country like Malaysia, it would not be surprising to find out that more than one leadership style exists as there are significant differences in the cultural attributes of each ethnic and etc (Kennedy &Mansor, 2000). As mentioned by Kee (2005), Ansari (2004) found that there were various research results with regard to leadership style in Malaysia. For instance, Gill (1998) suggests that Malaysian managers are more directive, less delegating and more transactional but Govindan (2000) found that the preferred styles of Malaysian managers are participative and consultative.

Past studies have constantly reported that transformational leadership is more effective, productive, innovative, and satisfying to the followers' as both parties work towards the good of organization propelled by shared visions and values as well as mutual trust and respect. Findings of Albulushi and Hussain (2008) highlighted that when transformational leadership is practiced, team members believe that their leaders care for them rather than using them as a means to an end. Bass and Avolio (1990) revealed that transformational leaders who encourage their followers to think critically and creatvively acan have an influence on their followers' commitment. This is further supportd by Walumbwa and Lawler (2003) that transformational leaders can motiveate and increase followers' motivation and organizational commitment by getting them to sovle problems creatively and also understinading their needs. Some leadership styles are discussed below.

Authoritarian (Autocratic)

In this style the leader tells his employees what he wants them to do and how they should do it without getting any advice from any one of them as followers. One of the appropriate conditions to use this style of leadership is when the leader has all the information to solve problems or there is no enough time or when the employees are well motivated. Some people tend to think that the autocratic style of leading by threats and abusing their power. Indeed, as Clark explains, this is not or should not be the authoritarian (autocratic) style, but rather is an abusive, unprofessional style called bossing people around. It has no place in a leaders repertoire. (Clark, 1997)

Participative (Democratic)

In this type of style, the leader involves one or more than one employee in the decision-making process determining what to do and how to do it. However, the leader in this style maintains the final decision. As Clark explains, using this style is not a sign of weakness, but rather a sign of strength that your employees will respect. The democratic style of leadership is normally used when part of the information is available and the employees have other parts, that is to say, you as a manager, have one part while the employees have the other part. That is why managers employ skillful employees. Using this style has mutual benefit for both a manager and the employees. From the employees' side, using this style allows them to become part of the team and from the manager's side; it allows the manager to make better decisions. (Clark, 1997).

Delegative (Free Reign) Known as (Laissez Faire)

In this style, the leader allows the employees to make the decision, but the leader is still responsible for the decisions that are made. This style of leadership is used when employees are able to analyze the situation and determine what needs to be done and how to how to do it. Using this style, the leader believes that he cannot do every thing and thus delegate certain tasks and set priorities. If a manager wants to blame others when something wrong happens or when the employees do something wrong, then this style is not the style this manager should use. A manager should use this style when he has the full trust and confidence in the people below him. This style should be used wisely. This style is known as lais…sez faire (or laisser faire), which is the noninterference in the affairs of others. (French: laissez, second person pl. imperative of laisser, to let, allow + faire, to do.) (Clark, 1997).Laissez faire behavior is not really leadership at all. In fact, it is referred to as non-leadership. The major indicator of laissez faire behavior is the leader's incapacity to get involved. The leader works intentionally on avoiding involvement or confrontation. He/She keeps personal interactions to minimum. In fact, this approach indicates that a leader loses his/her power base very fast and he/she is out of touch with their workers. Laissez faire behavior reflects a lazy and sometimes non-committed attitude among executives. It damages the organizational goodwill and frustrates hard working executives who "do not walk the talk". (Sarros & Santora, 2001). Bill Lee (2006) pointed out that if there's anything that will prevent a company from optimizing its bottom line, it is a laissez-faire management style, which is a propensity among company managers to avoid too much interference in employee behavior. All employees need leadership.

Diagram 1: The Difference between Some Related Leadership Styles.

Diagram (A)

Source/www.nwlink.com/donclark/leader/leaderstl.html

Diagram (B)

Source/www.nwlink.com/donclark/leader/leaderstl.html

It is worth mentioning that Kahai and Sosik (1997) found out that participative leadership is more related to making supportive comments to group members than directional leadership. Evkall and Ryhammar (1997) pointed

out that leadership style influences the climate in the organization, which in turn influences creativity and productivity. Therefore, leadership has a direct influence on productivity. Moreover, previous studies showed that different leadership styles have diverse effects on variables such as flexibility, responsibility, clarity and commitment, and in some cases, on organizational climate (Goleman, 2000).

It is a fundamental fact that leadership style influences subordinates since the behavior of the leader produces motivation mechanisms that have an impact on individuals in the organization (Shamir, 1993). In addition, Park (1996) demonstrated that gender is related with leadership style. Likewise, organizational performance is influenced by a competitive and innovative culture. Culture, indeed, is influenced by leadership style and, consequently, leadership style affects organizational performance through its culture (Ogbonna and Harris, 2000). More recently, Pedraja and Rodgiguez (2004, 2005) have shown that leadership styles influence effectiveness in public organizations. Rahman (2001) concluded that products, services, and individuals and their approach to clients as well as leadership style have an impact on the results of organizations. Finally, it is appropriate to recognize that whilst different leadership styles exist (Ingress, 1995; Bourantas and Papadakis, 1996;Lowe, 1996), it is difficult to establish a leading position of one specific style over another. Vroom (2000) explained that defining leadership style in any specific decision requires the analysis of several factors, such as the relevance of decisions, the importance of commitment, success probability, leader and group experience, group support to goal achievement and team competency.

METHODOLGY
Sample, Procedure and Measurement
The population of the study is Malaysian managers who are in charge of a number of subordinates. The locations of the companies are in the Northern part of Malaysia and the companies involved are from service sector, manufacturing companies, electronic companies, retailing, health and personal care businesses and agriculture sector. The entire population of these sectors is unknown. The companies were detected based on the addresses obtained from the local yellow pages. There are 150 companies which have clear addresses or contact numbers. Since the number is quite small, all are included in the study. The questionnaires were both hand distributed and emailed to those managers. Out of 150 questionnaires distributed, 105 respondents were found to be usable. This gave a return rate of 70 %. The data was collected between September 1st – November 30th ,2009.

Table 2: *Sample distribution*

Area	Number. of Managers	Distribution Method
Managers joining USM School of Management	45	Hand distributed
Penang	30	Hand distributed
Kedah	10	Hand distributed
Penang	3	Email
Kedah	7	Email

The Big Five Personality Traits were measured by using the Five Factor Personality Inventory (FFPI) (Goldberg, 1993). In the questionnaire, items (1-10) examined emotional stability trait. Items (11-19) examined openness to experience trait. Items (20-29) examined extraversion trait. Items (30-39) examined agreeableness trait. Items (40-49) examined conscientiousness trait. A 1-7 scale was used to measure the big five personality traits. Leadership Effectiveness was measured by thirteen items adopted from Beh Hock Yau MBA thesis, 2003. Data, which was gathered from the questionnaires, was proceeded to analysis part. In this study, the statistical tool SPSS11.0 for Windows (Statistical Package for Social Science) was applied to analyze the data profile and also the hypotheses testing. Several analysis procedures were carried out. For instance, descriptive analysis, test

for goodness of data, Pearson correlation analysis and also regression analysis were all applied. A factor analysis with varimax rotation was carried out to validate whether the respondents perceived the different items used to test the different variables in this study. The result of factor analysis showed that unlike to what was planned, only four factors were extracted from the personality traits items instead of five, five factors were extracted from the leadership styles instead of four, and four factors extracted from the dependent variables instead of two. The criteria used to identify and interpret the factors mentioned above was used by Igbaria, (1995) where each item should load 0.05 or greater on one factor and 0.35 or lower on the other factor.

Goodness of data

A factor analysis with varimax rotation was carried out to validate whether the respondents perceived the different items used to test the different variables in this study. The result of factor analysis showed that unlike to what was planned, only four factors were extracted from the personality traits items instead of five, five factors were extracted from the leadership styles instead of four, and four factors extracted from the dependent variables instead of two. The criteria used to identify and interpret the factors mentioned above was used by Igbaria, (1995) where each item should load 0.05 or greater on one factor and 0.35 or lower on the other factor.

Factor Analysis – Personality Traits

The factors were extracted from the principal component analysis and also Varimax rotation, which had been carried out on the 49-items measuring the big five personality traits that represent the five independent variables in the study. They are (Emotional Stability, Openness to Experience, Extroversion, Agreeableness and Consciousness). There were only four factors emerging in the factor analysis of the big five personality traits. The rotated factors and factor loadings of the Big Five Personality Traits are presented in table 4.1

Table 3

Rotated Factors and Factor Loading of the Big Five Personality Traits

Items of the Big Five Personality Traits	Components			
	1	**2**	**3**	**4**
Personality traits 1	.103	7.367E-02	**.628**	.186
Personality traits 2	-.199	.188	**.498**	3.599E-02
Personality traits 3	-5.496E-02	.389	**.617**	5.816E-02
Personality traits 4	.180	.143	**.697**	3.242E-02
Personality traits 5	.293	.340	**.691**	.121
Personality traits 6	.186	9.965E-02	**.641**	5.203E-02
Personality traits 7	.432	1.894E-02	**.652**	-1.470E-02
Personality traits 9	.216	.122	**.530**	5.198E-02
Personality traits 17	.332	**.561**	.253	4.150E-02
Personality traits 18	.439	**.607**	.104	-.109
Personality traits 19	.279	**.768**	7.452E-02	-7.263E-02

Personality traits 20	3.804E-02	**.621**	.126	.224
Personality traits 21	.188	**.676**	.280	.219
Personality traits 22	-.150	**.537**	7.432E-02	.338
Personality traits 23	.256	**.614**	5.174E-02	.290
Personality traits 24	-2.012E-02	**.656**	.249	.300
Personality traits 28	4.984E-02	.105	-.135	**.719**
Personality traits 29	.143	.273	-.141	**.713**
Personality traits 30	.316	5.151E-02	-.111	**.572**
Personality traits 41	**.677**	.267	.306	.281
Personality traits 42	**.622**	.382	.150	.244
Personality traits 43	**.687**	.217	.153	-3.605E-03
Personality traits 44	**.723**	.174	.160	.184
Personality traits 45	**.706**	.299	7.660E-02	7.345E-02
Personality traits 46	**.593**	.224	.370	.103
Personality traits 48	**.500**	.169	8.591E-02	.132
Personality traits 49	**.527**	5.360E-03	1.244E-03	.172
Eigenvalue	18.046	4.095	3.293	2.507
Percentage of variance	32.807	7.495	5.987	4.557
KMO Measure of Sampling Adequacy	.853			

Factor1- Conscientiousness; Factor2- Openness to Experience
Factor3-Emotional Stability; Factor4-Extroversion

Forty-nine items, which were to test the Big Five Personality Traits, were submitted to a principal components analysis with Varimax rotation to test for unidimensionality. Instead of the five dimensions, only four dimensions were extracted explaining a total of variance of 58.715 %. All items selected had MSA value, which is greater than 0.5.KMO measure of sampling adequacy. Summated scales were then created for the four extracted components. Eleven components were extracted with eigenvalue greater than 1.0, explaining a total of 71.17% of the variance. KMO value is greater than 0.5 and all items selected had MSA value greater than 0.5. Therefore, it was proven that the items were unidimension. These factors were labeled as Conscientiousness, Openness to Experience, Emotional Stability and Extroversion.

Table 4

Rotated Factors and Factor Loading of the Leadership Styles

Items of the Big Five Personality Traits	Components				
	1	**2**	**3**	**4**	**5**
I am perfectionist.	-.205	1.983E-02	**.709**	-3.115E-02	.291
I am assertive about how to do things.	2.020E-02	.133	**.712**	.130	-2.335E-02
I automatically take charge.	.255	.115	**.638**	.195	-.105
I talk others into doing things my way.	.137	-3.729E-03	**.708**	.101	-.112
I appreciate the needs and perspectives of others.	**.677**	8.302E-02	3.059E-02	.172	8.376E-02
I value cooperation over competition.	**.707**	.302	-2.156E-02	-2.407E-02	.147
I believe that others have good intentions.	**.785**	-2.831E-02	7.687E-03	.103	8.906E-03
I often follow up after delegation	.130	-.125	-7.394E-02	2.325E-02	**.778**
I often utilize the skills and talents of others.	.256	.213	.129	.221	**.694**
I often inform others of the developments that affect their work.	.172	.221	.138	.756	.219
I often involve people others in planning and goal setting.	.272	1.149E-02	.331	.775	1.828E-02
I often consult with people.	.134	**.504**	-.205	.291	.383
I often make employees make decision, but responsible for the decision they make.	.119	**.823**	.124	1.123E-02	.116
I often let the employees to analyze the situation and determine what needs to be done and how to do it.	4.508E-02	**.692**	0112	.331	-.273
Eigenvalue	4.121	1.883	1.616	1.301	1.046
Percentage of variance	22.897	10.459	8.979	7.230	6.687
KMO Measure of Sampling Adequacy	.689				

Factor 1-Democratic; Factor2-Laissez-Fair; Factor3-Autocratic; Factor4-Involvement; Factor5-Consultative

Nineteen items, which were supposed to test four leadership styles namely: (Autocratic, Democratic, Consultative, and Laissez-fair) were submitted to a principal components analysis with Varimax rotation to test for unidimensionality. Instead of four dimensions, five dimensions were extracted explaining a total of variance of 56.25 %. All items selected had MSA value, which is greater than 0.5.KMO measure of sampling adequacy. Summated scales were then created for the four extracted components.

Table 5

Rotated Factors and Factor Loading of Leading Change

Items of Leadership Effectiveness	Components			
	1	**2**	**3**	**4**
Reduce employee turnover rate	.122	.225	.196	**.766**
Reduce possible resistance by followers on leader's request.	.153	.128	7.428E-02	**.854**
Provide personal growth (skills, training, promotion) to the members	.239	**.699**	.148	.133
Improve group cooperation	.240	**.815**	2.354E-04	.190
Improve morale of members	.245	**.713**	3.218E-02	6.077E-02
Increase overall contribution to the company.	.256	**.663**	6.092E-02	-8.301E-02
Gain respect of other departments.	.199	**.678**	.142	2.076E-02
Be Better prepared to face future challenges.	6.819E-02	**.645**	.419	2.092E-02
I have adopted improved procedures for doing my job.	.189	.160	**.750**	.211
I have changed how my job was executed in order to be more effective.	.293	.187	**.790**	7.664E-02
I have instituted new work methods that were more effective for the company.	**.799**	.162	.115	2.281E-02
I have changed organizational rules or policies that were nonproductive or counterproductive.	**.725**	.220	2.314E-02	-1.170E-02
I have made constructive suggestions for improving how things operate within the organization.	**.715**	.288	8.245E-02	.166
I have corrected faulty procedures or practices.	**.736**	1.46	.234	.216
I have eliminated redundant or unnecessary procedures.	**.767**	.206	.163	.216
I have implemented solutions to pressing organizational problems.	**.763**	9.019E-02	.307	6.041E-02
I have introduced new structures, technologies, or approaches to improve efficiency.	**.648**	.285	.140	-7.751E-02
Eigenvalue	8.761	2.457	1.787	1.015
Percentage of variance	38.090	10.683	7.769	4.411
KMO Measure of Sampling Adequacy	.855			

Factor 1-Leading Change; Factor2-Leadership Effectiveness; Factor3-Adopting New Procedures; Factor4-Achieving Employees Adherence (A.E.A) / Consolidating Peace Among Employees.

The nineteen items, which were supposed to test four leadership styles namely: (Autocratic, Democratic, Consultative, and Laissez-fair) and the ten items which were supposed to test leading change were together submitted to a principal components analysis with Varimax rotation to test for unidimensionality. Instead of two dimensions namely (Leadership Effectiveness and Change), only three dimensions were extracted explaining a total of variance of 60.953%. All items selected had MSA value, which is greater than 0.5.KMO measure of sampling adequacy. Summated scales were then created for the four extracted components. These factors were labeled as Leading Change, Leadership Effectiveness, Adopting New Procedures, and Achieving Employees Adherence (A.E.A) / Consolidating Peace Among Employees.

Reliability

After all the items had been factored accordingly, alpha Cronbach's Reliability Analysis was performed. The main purpose of this analysis was to ensure consistency and accuracy among items extracted in the earlier factor analysis. The important statistical value in Alpha Cronbach's Reliability analysis includes scale mean, variance if item was deleted from the scale. Summary of the Alpha Cronbach's Reliability Analysis was tabulated in table 4.7

Table 6

Alpha Cronbach's Value for All the Studied Variables

Variables		Number of Items Deleted	Alpha
Big Five Personality Traits	Conscientiousness	-	.8885
	Openness to Experience	-	.8571
	Emotional Stability	-	.8408
	Extroversion	-	.7770
Leadership Styles	Democratic	-	.6598
	Laissez-Fair	-	.5487
	Autocratic	-	.6689
	Involvement		.7468
	Consultative		.5487
Leading Change		-	.8643
Leadership Effectiveness		-	.9011
Adopting New Procedures		-	.7564
Achieving Employees Adherence		-	.7516

Alpha Cronbach values for all variables are ranging from .558 to .901. The high value of alpha Cronbach means the items used in each variable are appropriate and reliable. The item X67 was dropped to increase alpha value for consultative leadership style from .544 to .558.

The Theoretical Framework after Factor, Reliability, and Regression Analyses
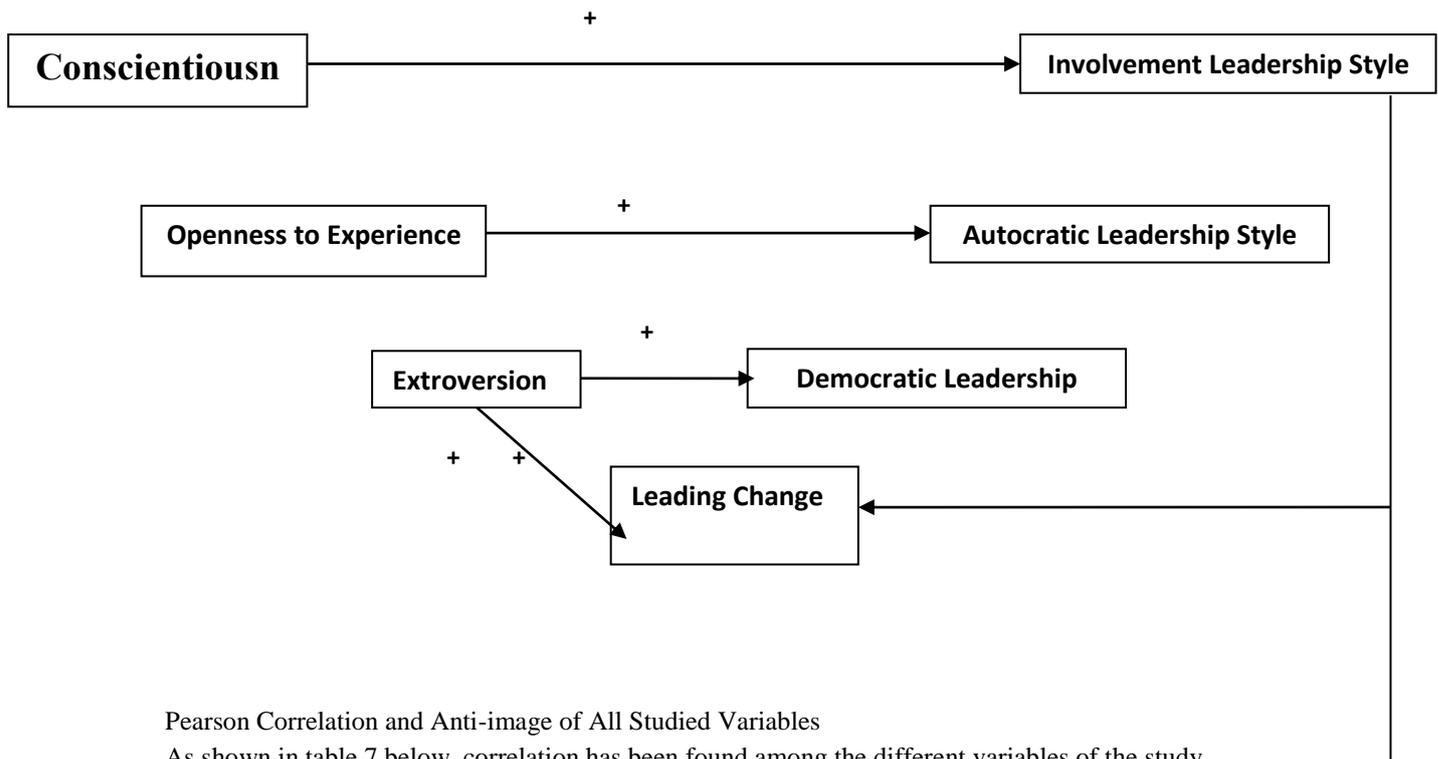
Pearson Correlation and Anti-image of All Studied Variables
As shown in table 7 below, correlation has been found among the different variables of the study.

Table 7
Pearson Correlation and Anti-image of All Studied Variables

Pearson Correlation	CONSC	OPEN	EMOT	EXT	Demo	Lais s	Co	Autoc	Involv	Lead
CONSCIEN	1									
OPENNESS	.530**	1								
EMOTION	.489**	.490**	1							
EXTROVER	.414**	.374**	.124	1						

Democratic	.255**	.032	.057	.046	1					
Laissez-Fair	.155	.119	.164	.011	.346**	1				
Consultative	.209*	.168	-.029	.080	.275**	.126	1			
Autocratic	.239*	.485**	.293**	.124	.108	.174	.069	1		
Involvement	.446**	.370**	.279**	.308**	.341**	.351**	.270**	.368*	1	
Leading Change	.170	.230*	.206*	.229*	.016	.229*	.242*	.257**	.374**	1
Mean	**5.5849**	**5.3060**	**5.2095**	**5.2063**	**3.7905**	**3.7968**	**3.7810**	**3.7048**	**4.0714**	**3.7782**
Std. Deviation	**.78685**	**.72845**	**.80777**	**.94889**	**.58151**	**.59286**	**.64272**	**.56413**	**.61795**	**.61253**

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

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

Table 8 in the next page shows the mean of the leadership styles that the Malaysian Managers of this study used.

Table 8: Descriptive Analysis of Both Personality and Leadership Styles of the Malaysian Managers

Variable	Mean
Emotional Stability	5.206
Openness to Experience	5.41
Extraversion	5.254
Conscientiousness	5.504
Autocratic Leadership Style	3.662
Democratic Leadership Style	3.6225
Consultative Leadership Style	3.925
Laissez-fair Leadership Style	3.6925

Test for Hypotheses

The Personality Traits are positively related with Leading Change.

Hierarchical multiple regression was conducted. To test hypothesis 1, managers' demographic factors (age, gender, Race, Educational level and Experience as head of department of section) were entered as control

variables in block 1. In block2, all the four factors of personality traits namely (conscientiousness, openness to experience, emotional stability, and extroversion) were entered in linear regression to check for its predictive power in respect with Leading Change. Significance of the regression model and its coefficients would be determined by the ANOVA and t-table respectively. Table 4.10 below shows the result of hierarchical multiple regression analysis between the four personality traits and leading Change.

Table 9: Regression Analysis between Personality & Leading Change

Model	Variables	Beta	Sig.t	R Square	Adjusted R Square	.F	Sig.F
1	Gender	-.003	.976	.124	.079	2.725	.024
	Age	.256	.032				
	Race	-.156	.124				
	Educational Level	-.010	.920				
	Experience As a head Of department	.104	.387				
2	Gender	-.074	.456	.290	.220	5.361	.001
	Age	.312	.006				
	Race	-.218	.026				
	Educational Level	.012	.896				
	Experience As a head Of department	.013	.910				
	Conscientiousness	.010	.936				
	Openness to Experience	.164	.160				
	Emotional Stability	.136	.228				
	Extroversion	**.258**	**.015**				

Only Extroversion was found to be significantly and positively with Leading Change with R Square value of .29%. This means that the regression model explained 29% of variance in Leading Change. No relationship was found between Emotional Stability, Extroversion or Conscientiousness and Leading Change. The prediction equation derived from this study is shown as follows:

ZLeadership Effectiveness= 0.10ZConscientiousness + 0.16ZOpenness to experience + 0.14ZEmotional

Stability + 0.26Zextroversion
Leadership Styles are Positively Correlated with Leading Change.

The same hierarchical multiple regression was conducted. To test hypothesis 3, managers' demographic factors (age, gender, Race, Educational level and Experience as head of department of section) were entered as control variables in block 1. In block2, all the five leadership styles namely (Democratic, Laissez-Fair, Consultative, Autocratic, and Involvement) were entered in linear regression to check for its predictive power in respect with Leading Change. Significance of the regression model and its coefficients would be determined by the ANOVA and t-table respectively. Table 4.15 below shows the result of hierarchical multiple regression analysis between the leadership styles and Leading Change.

Table 10: Regression Analysis between Leadership Styles and Leading Change.

Model	Variables	Beta	Sig.t	R Square	Adjusted R Square	.F	Sig.F
1	Gender	-.003	.976	.124	.079	2.725	.024
	Age	.256	.032				
	Race	-.156	.124				
	Educational Level	-.010	.920				
	Experience As a head Of department	.104	.387				
2	Gender	-.045	.608	.377	.308	7.363	.000
	Age	.238	.022				
	Race	-.272	.004				
	Educational Level	-.087	.337				
	Experience As a head Of department	.002	.985				
	Democratic	-.162	.092				
	Laissez-Fair	.179	.061				
	Consultative	.174	.059				
	Autocratic	.123	.182				
	Involvement	**.350**	**.001**				

Only Involvement Leadership Style was found to be significantly and positively correlated with Leading Change with R Square value of .38%. This means that the regression model explained 38% of variance in Leading Change. No relationship was found between Democratic, Consultative, Autocratic or Leadership Style and Leading Change. This result is supported by literature. Howard (2004) mentioned that leaders should learn how to communicate the need for change and how to make change appealing. The researcher believes that involving in the subordinates activities is one of the most effective ways to convince and make subordinates change. As explained by et.al. Howard (2004), leading change is a significant part of the policy process, and therefore, the researcher believes that leaders' involvement in the subordinates activities is very essential for bringing about change as change may not occur if leaders are aloof or just giving orders.

Personality Traits are Correlated with Democratic Leadership Style.

The same hierarchical multiple regression was conducted. To test hypothesis 4, managers' demographic factors (age, gender, Race, Educational level and Experience as head of department of section) were entered as control variables in block 1. In block2, all the four personality traits namely (Conscientiousness, Openness to Experience, Emotional Stability and Extroversion) were entered in linear regression to check for its predictive power in respect with Democratic Leadership Style. Significance of the regression model and its coefficients would be determined by the ANOVA and t-table respectively. Table 16 in the next page shows the result of hierarchical multiple regression analysis between the leadership styles and leadership effectiveness.

Table 11: Regression Analysis between Personality and Democratic Leadership Style

Model	Variables	Beta	Sig.t	R Square	Adjusted R Square	.F	Sig.F
1	Gender	-.016	.878	.055	.006	1.123	.353
	Age	-.070	.560				
	Race	-.126	.221				
	Educational Level	.084	.415				
	Experience As a head Of department	.239	.053				
2	Gender	-.033	.764	.125	.040	1.842	.127
	Age	-.041	.741				
	Race	-.067	.529				
	Educational Level	.028	.784				

Experience	.215	.099	
As a head			
Of department			
Conscientiousness	**.357**	**.009**	
Openness to Experience	-.064	.621	
Emotional Stability	-.096	.443	
Extroversion	-.097	.404	

Only Conscientiousness personality trait was found to be correlated with Democratic Leadership Style.

Personality Traits are not Correlated with Laissez-fair Leadership Style.

The same hierarchical multiple regression was conducted. To test hypothesis 4, managers' demographic factors (age, gender, Race, Educational level and Experience as head of department of section) were entered as control variables in block 1. In block2, all the four personality traits namely (Conscientiousness, Openness to Experience, Emotional Stability and Extroversion) were entered in linear regression to check for its predictive power in respect with Laissez-fair Leadership Style. Significance of the regression model and its coefficients would be determined by the ANOVA and t-table respectively. Table 4.19 below shows the result of hierarchical multiple regression analysis between the leadership styles and Laissez-fair Leadership Style.

Table 12: Regression Analysis between Personality and Laissez-fair Leadership Style.

Model	Variables	Beta	Sig.t	R Square	Adjusted R Square	.F	Sig.F
1	Gender	-.036	.727	.074	.026	1.544	.184
	Age	.047	.696				
	Race	.152	.145				
	Educational Level	.209	.044				
	Experience As a head Of department	.124	.316				
2	Gender	-.042	.697	.141	.057	1.782	.139
	Age	.125	.314				
	Race	.194	.070				

Educational Level	.223	.030	
Experience As a head Of department	.042	.746	
Conscientiousness	.189	.156	
Openness to Experience	.019	.879	
Emotional Stability	.132	.288	
Extroversion	-.127	.269	

None of the personality traits was found to be correlated with the Laissez-Fair Leadership Style.

Personality Traits Are Correlated with Autocratic Leadership Style.

The same hierarchical multiple regression was conducted. To test hypothesis 4, managers' demographic factors (age, gender, Race, Educational level and Experience as head of department of section) were entered as control variables in block 1. In block2, all the four personality traits namely (Conscientiousness, Openness to Experience, Emotional Stability and Extroversion) were entered in linear regression to check for its predictive power in respect with Autocratic Leadership Style. Significance of the regression model and its coefficients would be determined by the ANOVA and t-table respectively. Table 4.21 below shows the result of hierarchical multiple regression analysis between the leadership styles and leadership effectiveness.

Table 13: Regression Analysis between Personality and Autocratic Leadership Style.

Model	Variables	Beta	Sig.t	R Square	Adjusted R Square	.F	Sig.F
1	Gender	.108	.297	.073	.340	1.512	.193
	Age	-.019	.877				
	Race	.205	.050				
	Educational Level	-.114	.270				
	Experience As a head Of department	.094	.449				
2	Gender	.139	.147	.340	.276	9.316	.000
	Age	.087	.421				
	Race	.182	.052				

Educational Level	-.073	.414	
Experience As a head Of department	.027	.813	
Conscientiousness	.013	.911	
Openness to Experience	**.509**	**.000**	
Emotional Stability	.092	.394	
Extroversion	-.171	-1.712	

Only Openness to Experience was found to be correlated with the Autocratic Leadership Style.

Personality Traits Are Correlated with Involvement Leadership Style.

The same hierarchical multiple regression was conducted. To test hypothesis 4, managers' demographic factors (age, gender, Race, Educational level and Experience as head of department of section) were entered as control variables in block 1. In block2, all the four personality traits namely (Conscientiousness, Openness to Experience, Emotional Stability and Extroversion) were entered in linear regression to check for its predictive power in respect with Involvement Leadership Style. Significance of the regression model and its coefficients would be determined by the ANOVA and t-table respectively. Table 4.22 below shows the result of hierarchical multiple regression analysis between the leadership styles and leadership effectiveness.

Table 14: Regression Analysis between Personality and Involvement Leadership Style.

Model	Variables	Beta	Sig.t	R Square	Adjusted R Square	.F	Sig.F
1	Gender	.048	.643	.057	.009	1.194	.317
	Age	.016	.896				
	Race	.148	.160				
	Educational Level	.107	.307				
	Experience As a head Of department	.168	.180				
2	Gender	-.063	.512	.295	.228	8.011	.000
	Age	.109	.329				
	Race	.141	.145				

Educational Level	.128	.167
Experience As a head Of department	.039	.734
Conscientiousness	**.365**	**.003**
Openness to Experience	.128	.268
Emotional Stability	.059	.599
Extroversion	.078	.452

Only Conscientiousness was found to be correlated with Involvement Leadership Style.

Summary of Hypothesis Testing

Out of the personality traits, only extroversion was found to be significantly and positively with leading change with R^2 value of .29%. This means that the regression model explained 29% of variance in Leading Change. As for the leadership styles, only involvement leadership style was found to be significantly and positively correlated with leading change with R^2 value of .38%. This means that the regression model explained 38% of variance in leading change. This result is supported by literature. Howard (2004) mentioned that leaders should learn how to communicate the need for change and how to make change appealing. The researcher believes that involving in the subordinates activities is one of the most effective ways to convince and make subordinates change. As explained by Howard et al., (2004), leading change is a significant part of the policy process, and therefore, the researcher believes that leaders' involvement in the subordinates activities is very essential for bringing about change as change may not occur if leaders are aloof or just giving orders. None of the personality traits was found to be correlated with the Laissez-Fair Leadership Style. Openness to Experience was found to be correlated with the autocratic leadership style while conscientiousness was found to be correlated with Involvement leadership style.

Discussion of the Findings

Results from the hypothesis testing in this study showed a significant relationship between Extroversion and Leading Change. Extroversion was the personality trait, which was found to be significant with Leading Change. This reveals that in order for the manager to bring about change, he/she has to be extroverted. Bringing about change requires influencing the followers and influencing followers cannot exist without manager's direct contact with them. The researcher believes that a leader cannot bring about change if he/she were introverted. Bringing about change in the organization is a very challenging task. Therefore, if the leader is not extroverted enough to influence the followers and lead change, it would be difficult for change to be brought about. Managers who are extroverted are assertive, energetic and dominant. They also seek out positions of authority. These traits are important for them to bring about change. This result proves what Judge and Bono(2002) has found. Jugde and Bono (2002) found that extroversion positively predicted transformational leadership. This study has proved that extroversion is related to bringing about change where bringing about change is one part of transformational leadership. From the respondent profile, it was clear that 60% of them varied between 26 and 35 years old. Moreover, bringing about change is an action, which is, to a large extent, related to the CEOs of the company or the organization. Therefore, the way the respondents responded to the questions might have been different if they had been the CEOs themselves.

The results obtained from the hypothesis testing also showed that Involvement Leadership Style was positively correlated with Leading Change. This shows that in order for leaders in the Malaysian context to bring about

change, they should get involved in the activities of the followers. They should not be aloof and away from followers as bringing about change depends mainly on the employees of the company. To lead change, a leader has to influence and persuade the followers to change. A leader cannot achieve that while giving instructions only while sitting in his office. A leader has to get involved in the activities of the employees and get involved with the employees by communicating with them face to face. The study has shown that involvement leadership style can help in bringing about change. This result is supported by literature. Howard (2004) mentioned that leaders should learn how to communicate the need for change and how to make change appealing. The researcher believes that involving in the subordinates activities is one of the most effective ways to convince and make subordinates change. As explained by et.al. Howard (2004), leading change is a significant part of the policy process, and therefore, the researcher believes that leaders' involvement in the subordinates activities is very essential for bringing about change as change may not occur if leaders are aloof or just giving orders.

The results also showed that Openness to Experience is significantly correlated with Autocratic Leadership Style. This indicates that those leaders who use Autocratic leadership style enjoy openness to experience, which gives them self-confident. Emotional Stability, Conscientiousness and Extroversion were not correlated with Autocratic Leadership Style.

Theoretical Implications of the Study

The findings reported from this study bring great understanding of the relationship between personality traits, leadership styles and bringing about change in the organization. The study showed some theoretical links between the different variables. Looking at the theoretical framework resulted from the regression analysis, we could see that certain personality traits had impact on leading change and on certain leadership styles.

Practical Implications of the Study

The results of the study demonstrate valuable findings in the impact of the personality traits of the managers and the leadership styles they use on their capability to bring about change in the organizations they work for. The results of this study show that in order for leaders to bring about change ,they should be involved in their employees' activities. They should not be aloof. The results of the study also showed that managers, who use the autocratic leadership style, tend to be open to experience while those managers who are responsible, achievement-oriented, persistent and dependable tend to use involvement leadership style. Thus, the CEOs of the companies or organizations can apply these theoretical findings by involving managers who are leaders in these companies in training that can enhance and develop their personality traits or the leadership styles they use.

Limitations of the Study

The data gathered in this study is only from Penang and Kedah states. The majority of the data was gathered from Penang State. Therefore, the study might be limited to the respondents of those two states, mainly Penang Island. The results of the study have shown only four personality dimensions instead of five. This might be due to the limited number of respondents that the researcher managed to get and the fact that 60 % of the respondents were between 26 and 35 years of age. This may indicate that those respondents still need more experience in leadership. The results might have been better if those respondents were of better experiences as leaders. If the study was conducted on more managers at different areas in Malaysia, the results might have been different.

Recommendations for Future Studies

For future research, we would like to recommend the following points: first, the sample of a future study should be bigger and from different areas of Malaysia. Second, the respondents should be selected from a particular age category, where he/she has got enough experience as a head of section or department or the CEO of the company/organization. We are suggesting this after finding out that 60% of the respondents aged from 26 to 35 years old. Third, since this study has shown a positively significant relationship between the personalities of managers and behavior represented in bringing about change, adopting new procedures and leadership effectiveness, it is recommended that other researchers focus on what leads to extroversion or emotional

stability, for example. Finally, studying the factors that make managers use certain leadership style/s is a recommended topic for research too.

CONCLUSION

This study has endeavored to examine the relationship between the personality of the managers based on the big five personality traits as well as the impact of the leadership style they use on their capabilities of bringing about change. This study has shown that Extroversion is significantly related with leading change. The study has also shown that involvement leadership style is related with leading change. Finally, the researcher hopes that this study can enhance the readers' understanding of the important role both the personality and the leadership style the managers use play in leading change in the Malaysian companies / organizations. In conclusion,   this study has shown that Malaysian managers do not tend to use laissez-fair and democratic leadership styles. However, they tend to use autocratic and consultative leadership styles. This is supported by the previous research of Govindan who found that the preferred styles of Malaysian managers were consultative. This study has come up with a new leadership style, which was named by the researcher as involvement leadership style, which reflects the extent to which the leader gets involved with the activities of the employees.

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