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PERSONALITY & COMMUNICATION
IDENTIFICATION TOWARDS A BETTER
RELATIONSHIP BETWEEN SUPERIOR &
SUBORDINATE AT MELAKA CHIEF MINISTER
DEPARTMENT

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**TITLE: PERSONALITY & COMMUNICATION IDENTIFICATION
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SUPERVISOR VALIDATION

I hereby declare that I have read this thesis and in my in my opinion this project is sufficient in terms of scope and quality for the award of Bachelor Degree of Technology Management (Innovation Technology)

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Report submitted in fulfilment of the requirements for the Bachelor
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DECLARATION

I hereby declare that the report has been prepared by my own self except the summaries and citation that I been clarify the resources.

Signature :

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Date :

DEDICATION

I would like to dedicate the appreciation to my family members who supported me from spiritually and financially, beloved supervisor and panel who guided me throughout the research, housemates and coursemates that assisted me through the journey of research.

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ABSTRACT

The purpose of this paper is to investigate the diverse forms of communication effectively in an organization. This research was conducted to ensure the superior have better understanding about the dimensions and aspects of the personality and the effective communication towards their subordinates. Therefore, the communication quality between superior and subordinate in the organization can be improvised. The methodology of this research is using a questionnaire where Junior Eysenck Personality Inventory (JEPI) test is used. The research will be held at Malacca Chief Minister Department (MCMD) and it is to identify the factors that enhance the communication skills between the superior and subordinates at MCMD. The results show that out of 60 questionnaires given. Furthermore, 81% subordinate with Sanguine personality had relationships with the ease for the superior to deal with. On the other hand, subordinate with a 14% of Choleric, 4% of Phlegmatic and 1% of Melancholic appears are more likely to be hard to deal with. The conclusion of this paper indicated that superior who want to have an appropriate communication, after selection of communications channels, should have a comprehensive plan according to their environment and organization. This is because a good communication from a superior towards their subordinates will lead to employee motivation. When employees feel that communication from management is effective, it also can lead to feelings of job satisfaction, commitment to the organization and increased trust in the workplace

Abstrak

Tujuan kertas ini dibuat adalah untuk mengenal pasti kepelbagaian bentuk komunikasi berkesan dalam sesebuah organisasi. Kajian ini dijalankan untuk memastikan superior mempunyai pemahaman yang lebih baik mengenai dimensi dan aspek komunikasi yang berkesan ke arah orang bawahan mereka. Oleh itu, komunikasi yang berkualiti antara pihak atasan dan bawahan dalam organisasi boleh diubahsuai. Metodologi kajian ini menggunakan soal selidik di mana ujian Junior Eysenck Personality Inventory (JEPI) digunakan. Kajian ini diadakan di Jabatan Ketua Menteri Melaka (JKMM) dan ia adalah untuk mengenal pasti faktor-faktor yang meningkatkan kemahiran komunikasi antara pihak atasan dan bawahan di JKMM. Keputusan menunjukkan bahawa daripada 353 soal selidik yang diberikan, 81% staff bawahan adalah sanguine. Sebaliknya, diikuti dengan 14% daripada Choleric, 4% daripada Phlegmatic dan 1% daripada muncul Melankolik lebih sukar untuk berkomunikasi. Kesimpulan kajian ini menunjukkan bahawa setiap personality mempunyai cara komunikasi yang tepat yang perlu digunakan oleh pihak atasan terhadap pihak bawahan di dalam sesebuah organisasi. Ini kerana komunikasi yang baik dari pegawai atasan kepada pekerja bawahan dapat meningkatkan motivasi mereka. Apabila pekerja dapat mencapai kepuasan dalam komunikasi maka matalamat organisasi dapat dicapai.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Communication in the workplace, also known as organizational communication, has existed from ancient times and is probably more important in modern, complex organizations. A number of changes have taken place in the process of communication mostly because of technology. The way employees communicate today compared to the way employees communicated in the last several decades have also changed. We have come a long way from the times of industrialization, assembly lines, long-term employment, cross functional workteams, early years of Internet and electronic mail to the current era influenced by globalization, terrorism, climate change, and changing demographics (Miller, 2015).

Effective communication affects a wide variety of components in an organization and can aid in achieving greater success for the organization (Steingrimsdottir, 2011). Effective internal communication can help create a healthy atmosphere of motivation, trust, engagement, and sharing of thoughts and ideas freely (Moyer, 2011). Lack of effective communication may cause miscommunication and adversely affect the smooth functioning of the organization.

Communication in organizations occur at three primary levels, interpersonal level (between supervisor-subordinate), between groups (coworkers), and at an organizational level (within the organization and with outside stakeholders and clients). Communication in organizations takes place in three major forms, verbal, non-verbal and written (Ober, 2001). The direction that communication flows is generally guided by the structure of the organization or organizational hierarchy. It may occur from top-down, bottom-up, or horizontally and between individuals, within or between groups, or at an organizational level (Postmes, 2003). The downward communication involves supervisor to subordinate communication, upward communication involves communication from subordinate to supervisor, and horizontal communication involves communication with people (coworkers) at the same level. Communication among different departments is referred as cross-channel communication (Ober, 2001).

Some of the communication that takes place in organization is formal, while other is informal. Formal communication is dictated by the formal structure of the organization, while informal communication does not follow any particular guideline (Postmes, 2003). Informal communication, also referred to as the grapevine, occurs in organizations through nonofficial channels (Ober, 2001). Communication in organizations occurs both internally, which is within the organization, and externally, which is outside of organization, and with outside stakeholders (Communicationtheory.org, 2010).

According to Manoela (2012) *Journal of Academic Research in Accounting, Finance and Management Sciences*, communication is a transaction in which man invents and assigns meanings to achieve its objectives. In this context, psychological theories of communication emphasize different components of human communication, including attitudes, intentions and conditions required for effective communication. In psychological models of communication, the source is influenced by its communication abilities, his attitudes, his knowledge and socio-culture system to which it belongs, and the receiver has similar features to those of the source. Also,

from a psychological perspective, the message is organized and structured to ensure the link between intellectual and emotional components of the personality of the communicator and the context in which it communicates.

Psychology is the scientific study of mind and behavior. The word psychology comes from the Greek words "psyche, meaning life" (Stangor, 2010). Psychology is a popular topic in the public media, and a part of our everyday lives. Television shows such as Dr. Phil feature psychologists who provide personal advice to those with personal or family difficulties. Crime dramas such as CSI, Lie to Me, and others feature the work of forensic psychologists who use psychological principles to help solve crimes. And many people have direct knowledge about psychology because they have visited psychologists, for instance, school counselors, family therapists, and religious, marriage, or bereavement counselors (Stangor, 2010). As the psychology study was already popular in our daily life so the understanding of the psychology itself had already state by many research.

The research idea is to enhance the positive communication at the office of Malacca Chief Minister Department between the superior and the subordinates. Each of the personality of the staff can be categorize into 4 types which is **Sanguine**, **Choleric**, **Phlegmatic** and **Melancholic**.

The **sanguine** temperament is fundamentally impulsive and pleasure-seeking; sanguine people are sociable and charismatic. They tend to enjoy social gatherings, making new friends and tend to be boisterous. they are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. The **choleric** temperament is fundamentally ambitious and leader-like. They have a lot of aggression, energy, and/or passion, and try to instill that in others. They are task oriented people and are focused on getting a job done efficiently; their motto is usually "do it now." The **melancholic** temperament is fundamentally introverted and is given to thought. Melancholic people often are perceived as very (or overly) pondering and are both considerate and very cautious. They are organized and schedule oriented, often planning extensively. The **phlegmatic** temperament is fundamentally relaxed and quiet, ranging from warmly attentive to lazily sluggish. Phlegmatics tend to be content with themselves

and are kind. Phlegmatics are consistent, they can be relied upon to be steady and faithful friends.

Each of the type for the individuals have their type of the most effective communication ways. Director don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit coworkers' opinions. Never back a RelaterStyle into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer. For the Thinker style, they are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented, so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the SocializerStyles, it is not a prerequisite. The SocializerStyles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions and get excited about them. Finally for the Director style, they are time-sensitive so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.

All of these type of personality can be identify using the Communication Style Inventory taken from *The Platinum Rule* by Tony Alessandra, Ph.D. and Michael J. O'Connor Ph.D. New York, New York, Warner Books 1996 (Philip L. Hunsaker, 2001) designed to determine how you usually act in everyday related situations. The idea is to get a clear description of how you see yourself. The test will be distribute to the staff at Malacca Chief Minister Department. The superior can understand their staff's personality when they had been taken the Communication Style Inventory test. The reason why the superior should understand their subordinates personality is to ensure that they can communicate using the correct way in order to influence their subordinates (Palmer and Kerrin, 2008). In the book of *Communication: Make It Clear* it states the techniques for a conflict communication, it said that one of the techniques is "Recognize other person's personality and perspective" (Tip, n.d.2004). Often in conflict communications, judgments and accusations run rampant and the conversation shuts down. To excel in these types of communication, it is important to allow the other person to feel safe and for

information to flow. So for the superior at Malacca Chief Minister Department they need to understand and identify their subordinates personality types in order to avoid the conflict in the communication and enhance the positive communication between superiors and subordinates.

1.2 Problem Statement

Poor communication between superior and subordinate may lead to ineffective productivity for the organization. The poor communication in organization can be improve by knowing the personality behavior of an individual. They need to spend more quality time together in order to know what are the personality behavior that they have.(Cllampitt, Phillip Downs, 1998) .A several methods had been proposed in order to combat this. By using the Communication Style Inventory is one of the methods, which is the test that had been used to identify the personal personality fast taken from The Platinum Rule by Tony Alessandra, Ph.D. and Michael J. O'Connor Ph.D. New York, New York, Wamer Brooks 1996 (Philip L. Hunsaker, 2001) designed to determine how you usually act in everyday related situations. The idea is to get a clear description of how you see yourself.

The poor communication of superior and subordinates need to be combat to ensure that the superior of organization can communicate to the subordinates effectively and can increase the productivity of the company itself.

1.3 Research Question

1. What are the differences between each of the behavioral types of individuals?
2. How to deal with the individuals using the correct way of communication according to different types of behavioral styles ?
3. What are the action plan that can be take to deal with the four styles of behavior ?

1.4 Research Objective

1. To investigate the types of behavioral styles that may occur among individuals.
2. To identify the best way of communication to deal with the types of behavioral styles for the superior towards their subordinates.
3. To identify the improvement of communication in the organization.

1.5 Scope And Limitation

The scope of the research is focusing on the Communication Style Inventory which is the tools that being use to identify the personality of staff at Melaka Chief Minister Department (MCMD). The test were given to all staff at MCMD where the ultimate objective is to identify their personality and provide the best communication way for the superior to deal with their staff. Melaka Chief Minister Department were chosen because it is the centre government administration of Melaka where it plays a big role in order to make Melaka become a sustainable state same with the others states in Malaysia. This is to ensure that MCMD staff can be more productive in order to make Melaka a better state in the future.

The limitation of the research is the research maybe hard to get a actual data as some of the staff not really answer the questionnaire accurately because they got urgent office matter to do. This things always happened to the head of department or the staff that have a higher level position in government sector. Secondly some of the staff does not answer the questionnaire honestly as they scared their personal information will leak to other parties. Lastly using quantitative questionnaire method will make the staff hard to give their other answer or suggestion for the feedback.

1.6 The Important Of The Study

The study of personality in the organization had been conducted by researcher for so many years. This proves that this study is one the important criteria in order to have a sustainable organization. It has been observed that understanding the personality of an individual goes a long way in providing an insight into the person's psyche. For example, the level of extroversion of an individual may affect his/her brain, particularly when selecting between immediate and delayed rewards. As we know the poor communication among the staff in an organization may lead to poor productivity of the company. In order to enhance the communication among the staff and superior, the superior need to know the personality of their staff. The personality will effect the communication of individual. This will help the superior to choose the best way of communication to their staff according to each of their staff personality. By studying the personality of the staff at MCMD, the superior may enhance the quality of communication among them to increase the productivity at the MCMD.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter shows a literature review about the previous academic research from other researcher about communication and psychology. There is an important point that had been highlighted from the previous research about the two main topic.

The contex of communication and psychology behavior that are explain is in the organization environment where the psychology of each of the staff will be identify to know the best communication ways to use for each of them. An effective communication ways from the superior towards their subordinates are really important to archieve the communication satisfaction among the subordinates in order to delegate the task or any administration task.

2.2 Communication

Effective communication is very important for any type of relationship, whether it is for personal, for social, or for business purposes. Experts have found that communication is essential for an organization's effectiveness. As organizations

become more complex with the changing times, mainly because of technical advances and globalization, effective communication is becoming even more important in the workplace.

Communication deeply rooted in human behaviors and societies. It is difficult to think of social or behavioral events from which communication is absent. (Adams, 2015) Communication will be applied in order to shared behaviors and properties of any collection of things, whether they are human or not. We may turn to etymology for clues: "communication" (from the Latin "communicare") literally means "to put in common", "to share". The term itself originally meant the sharing of tangible things; food, land, goods, and property. Today, it is often applied to knowledge and information processed by living things or computers. We might say that communication consists of transmitting information. This research is about how the communication among superior and subordinate being exposed in terms of personality.

In the working environment, communication plays a big role to ensure the information can be shared accurately among the employees (McCroskey, Daly and Sorensen, 1976). In the context of the working environment, the superior and the subordinate need to have a suitable communication skill in order to understand the personality of each other. This is because the superior can understand their subordinate personality and use the most suitable communication skill towards them to communicate. In fact, many scholars of communication take this as a working definition, and use Lasswell's maxim ("who says what to whom") as a means of circumscribing the field of communication (Emanuel, 2013). The field of communication theory can benefit from a conceptualization of communication that is widely shared. This research approaches communication theory from a psychological perspective, in an attempt to show theory development within a working environment context.