

**POLYTECHNIC COMMERCE STUDENTS PERSONALITY FACTORS IN  
RELATIONS TO THEIR PREPAREDNESS TOWARDS WORKPLACE**

A thesis submitted to the Graduate School in partial **fulfilment** of the requirements for  
the degree Master of Science (Management)  
Universiti Utara Malaysia

by

Nek Kamal bin Yeop Yunus

© Nek Kamal bin Yeop Yunus, 1997. All rights reserved.



**Sekolah Siswazah  
(Graduate School)  
Universiti Utara Malaysia**

**PERAKUAN KER JA TESIS  
(Certification Of Thesis Work)**

Kami, yang bertandatangan, memperakukan bahawa  
(We, the *undersigned*, certify that)

**NEK KAMAL BIN YEOP YUNUS**

**calon** untuk ijazah  
(*candidate for the degree of*) Master of Science (Management)

telah mengemukakan tesisnya yang bertajuk  
(*has presented his/her thesis of the following title*)

**POLYTECHNIC COMMERCE STUDENTS PERSONALITY FACTORS IN RELATIONS  
TO THEIR PREPAREDNESS TOWARDS WORKPLACE.**

seperti yang tercatat di muka surat tajuk dan kulit tesis  
(*as it appears on the title page and front cover of thesis*)

bahawa tesis **tersebut** boleh diterima dari segi bentuk serta kandungan, dan meliputi bidang ilmu dengan memuaskan.  
(*that the thesis is acceptable in form and content, and that a satisfactory knowledge of the field is covered by the thesis*).

**AJK** Tesis  
(Thesis Committee)

Nama  
(Name) Encik Munauwar Mustafa  
(*Penyelia Utama/Principal Supervisor*)

Tandatangan  
(Signature)

Nama  
(Name) Dr. Nik Kamariah Nik Mat

Tandatangan  
(Signature)

Nama  
(Name) \_\_\_\_\_

Tandatangan  
(Signature) \_\_\_\_\_

Tarikh  
(Date)

30. I. 1997

### **PERMISSION TO USE**

In presenting this thesis in partial fulfillment of the requirement for the post graduate degree from Universiti Utara Malaysia, I agree that the University library may make it freely available for inspection. I further agree that permission for photocopying of this thesis in any manner, in whole or in part for scholarly purposes may be granted by my supervisor (s) or , in their absence, by the Dean of the Graduate School. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without written permission. It is also understood that due recognition shall be given to me and the Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:

**Dean of Graduate School  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman.**

## ABSTRAK

Pelajar-pelajar politeknik Malaysia yang bergraduat untuk memasuki **alam** pekerjaan diharapkan telah terdidik, mempunyai personaliti yang baik dan bersedia. Personaliti pekerja mempunyai kesan yang **hebat** ke **atas** gelagat mereka dan seterusnya prestasi di tempat kerja. Oleh itu pengetahuan **tentang** personaliti individu boleh membantu dalam pengurusan sumber manusia yang berkesan. Lantaran perkembangan ekonomi negara yang pesat, tempat kerja telah mengalami perubahan yang ketara sekali dalam ertikata pekerja perlu melengkapkan diri dengan kemahiran teknikal dan personaliti yang baik untuk berjaya. Tujuan kajian **ini** dijalankan ialah untuk menyelidiki andainya terdapat sebarang pertalian yang **positif** antara personaliti pelajar dengan kesediaan mereka terhadap **alam** pekerjaan. Diandaikan pelajar yang mempunyai harga **diri**, kawalan **diri** dan kawalan **lokus** yang tinggi akan **juga** mempunyai prestasi yang tinggi di dalam akademik, latihan industri dan kebolehan menjalankan **tugas**. Kajian **ini** menggunakan kaedah persampelan rawak sistematik dengan soalselidik yang mengandungi 68 **soalan** yang diedarkan kepada 252 pelajar kursus diploma pemasaran, perakaunan dan perniagaan di **enam** buah politeknik di Malaysia. Angkubah tidak bersandar dalam kajian **ini** iaitu ( harga **diri**, kawalan diri dan kawalan lokus) sementara angkubah bersandar ( prestasi akademik, prestasi latihan industri dan kebolehan pelajar) dianalisa menggunakan pekali korelasi Pearson dan regresi **Stepwise** dalam SPSS. Setelah dianalisa ,didapati pertalian yang bermakna di antara kawalan diri dengan kebolehan pelajar menjalankan **tugas** di tempat kerja. Walaubagaimanapun tidak terdapat pertalian yang bermakna di antara harga **diri** dan kawalan lokus pelajar dengan kesediaan mereka terhadap **alam** pekerjaan. Pelajar perdagangan perlukan kawalan diri untuk berjaya dalam menjalankan **tugas** mereka dalam persekitaran **pasaran** yang majmuk dan kompetitif di Malaysia. Faktor personaliti seperti harga **diri**, kawalan **diri** dan kawalan lokus boleh dipupuk di dalam diri pelajar dengan latihan yang sesuai. Adalah dicadangkan penyelidikan selanjutnya dalam subjek **ini** dijalankan dengan persampelan yang lebih besar sambil menimbangkan **faktor-faktor** lain seperti kaedah pengajaran, jangkamasa latihan dan kesesuaian kandungan kursus.

## ABSTRACT

Malaysian Polytechnic students joining the **workforce** are expected to be highly educated, have good personality and well prepared. Employees' personality have great impact on their behavior and performance at the workplace. Therefore knowledge of individual personality can lead to a more effective human resource management. Over the years, due to Malaysian economic growth, the workplace has undergone significant changes in the sense that workers need to prepare themselves with technical skills and good personality in order to be successful. The purpose of the study was to investigate if there was any positive significant relationship between commerce students personality factors with their preparedness towards workplace. It was hypothesized that students with high self-esteem self-monitoring and locus of control would have performed better in terms of industrial training performance, academic achievement and perceived ability to understand and perform at workplace. The methodological approach was systematic random sampling using a structured, 68 items questionnaire which was distributed to 252 marketing, accounting and business students at the six polytechnics in Malaysia. 199 questionnaires were returned and analyzed. The independent variables (self-esteem, self-monitoring, locus of control ) and the dependent variables ( ability, academic performance and industrial training performance ) were analyzed using Pearson correlations coefficient and **Stepwise** regression methods in the SPSS. It was found that there was a positive significant relationship between self-monitoring and students perceived ability to understand and perform at the workplace. However there was no significant relationship between students self-esteem and locus of control with their preparedness towards workplace. Commerce students need self-monitoring in their sales and marketing tasks in order to be **successful** in the heterogeneous market environment in Malaysia. Personality factors like self-esteem, self-monitoring and locus control can be developed in students by proper training. It was recommended that further research on this subject be conducted with larger sample size and by taking into consideration of other factors such as teaching methods, length of training and the relevancy of course contents.

## ACKNOWLEDGMENT.

In the name of Allah, the Most Beneficent and Most Merciful.

A very special 'Jazakallahhu Khairan Kathira' is extended to Encik Munauwar b Mustafa, my first advisor for his unfailing support, friendship, guidance and encouragement throughout the preparation of my thesis. My gratitude and thank you also goes to Dr. Nik Kamariah bt Nik Mat, my second advisor for her concern, advice and guidance.

A special thank is extended to Dr. Hajah Mustafa bin Mohd. **Hanefah** (Deputy Dean, School of Accountancy, UUM ) for consultation on data analysis and reviewing the questionnaire. Sincere gratitude is extended to Encik Izhar **Hisham** b Yahaya ( Head of Industrial Training Unit, POLIMAS) for reviewing the questionnaire and providing me with students data.

A special thank is extended to colleagues and friends, En.Bakri b Baharom for permitting me to use his computer, Ridzwan b **Zalay**, Marzyan bt **Ahmad Nordin**, **Noor Hazini** bt Abdul Halim and Habida bt Omar for helping me with data collection. Appreciation is expressed to Tn Hj Imran b Hj Idris, principal of POLIMAS, Tn Hj **Ahmat** Sukeri b Yusup, Head of Commerce Department, POLIMAS, Polytechnic Management Department and the Ministry of Education for granting me to pursue this master program.

Most importantly, I wish to express my deepest and heartfelt gratitude and appreciations to my beloved mother HjH Fatimah, my loving wife HjH Salomawati and my dearest children - Nurfadzilah, Murnihayati, Habibullah, Zainal Mubarik, Abdussalam, Fatimah and Muhammad **Amin**, for their tremendous support and encouragement. Thank You.

## TABLE OF CONTENTS

PERMISSION TO USE	i
ABSTRACT (BAHASA MALAYSIA)	ii
ABSTRACT (ENGLISH)	iii
ACKNOWLEDGEMENTS	iv
LIST OF TABLES	vii
LIST OF ABBREVIATIONS	viii

### CHAPTER ONE INTRODUCTION

1.1 Problem statements	7
1.2 Objectives of the study	8
1.3 Justification of the study	9
1.4 Background informations	10
1.5 Limitations of the study	13
1.6 Layout of the chapters	14

### CHAPTER TWO LITERATURE REVIEW

2.1 Definitions of personality	19
2.2 Personality theories	21
2.2.1 Psychoanalytical theory	22
2.2.2 Self-concept theory	22
2.2.3 Learning theory	23
2.2.4 Traits theory	24
2.3 Applications of personalities at workplace	25
2.3.1 Personality job-fit	26
2.3.2 Personality and job performance	28
2.3.3 Personality and marketing job	30
2.4 Self-esteem at workplace	37
2.5 Self-monitoring at workplace	40
2.6 Locus of control at workplace	41
2.7 Preparedness towards workplace	44
2.8 Hypothesis	47

CHAPTER THREE	RESEARCH METHODOLOGY	
3.1	Research design	50
3.2	Population and sample	51
3.3	Instrumentations	52
3.3.1	Self-esteem	54
3.3.2	Self-monitoring	55
3.3.3	Locus of control	55
3.3.4	Preparedness towards workplace	56
3.3.5	Demographic variables	57
3.4	Pilot study	58
3.5	Questionnaire reliability of pilot study	59
3.6	Data collection	61
3.7	Data analysis	63
3.8	Basic assumptions	65
CHAPTER FOUR	FINDINGS	
4.1	Demographic variables	67
4.2	Tests of hypothesis	73
4.3	Regression analysis	77
CHAPTER FIVE	DISCUSSIONS AND RECOMMENDATIONS	
5.1	Self-monitoring and preparedness towards workplace	78
5.2	Self-esteem and preparedness towards workplace	81
5.3	Locus of control and preparedness towards workplace	83
5.4	Preparedness towards workplace	87
5.5	Management implications	92
5.6	Recommendations for <b>further</b> research	94
5.7	Conclusions	96
BIBLIOGRAPHY		98
APPENDICES		105
A	Questionnaire	
B	Contact letter	
C	Permission from Ministry of Education	
D	Letter from Registrar of Graduates School	



## LIST OF TABLES

Table 1	Course offered by Commerce Departments	12
Table 2	Previous research on personality factors	33
Table 3	Distribution of questionnaires items	58
Table 4	Reliability coefficient of pilot study	59
Table 5	Reliability coefficient of previous study	61
Table 6	Polytechnics involved in the study	62
Table 7	Statistical tests used in the study	64
Table 8	Respondents by course of study	68
Table 9	Gender of respondents	68
Table 10	Ethnic origins of respondents	69
Table 11	Age of respondents	70
Table 12	Working experience of respondents	69
Table 13	Religion of respondents	71
Table 14	Parents gross monthly income	72
Table 15	Pair-wise correlations matrix	74
Table 16	<b>Stepwise</b> regressions results.	77

## LIST OF ABBREVIATIONS

<b>POLIMAS</b>	Politeknik Sultan Abdul Halim Muadzam Shah.
<b>POLISAS</b>	Politeknik Sultan Haji Ahmad Shah
<b>PPD</b>	Politeknik Port Dickson
<b>PKB</b>	Politeknik Kota Baharu
<b>PUO</b>	Politeknik Ungku Omar
<b>PKS</b>	Politeknik Kuching Sarawak
<b>PKK</b>	Politeknik Kota Kinabalu
<b>SPM</b>	Sijil Pelajaran Malaysia
<b>HEP</b>	Hal Ehwal Pelajar
<b>CGPA</b>	Cumulative Grade Point Average
<b>GPA</b>	Grade Point Average
<b>USA</b>	United State of America
<b>SPSS</b>	Statistical Package for Social Sciences
<b>ITM</b>	Institut Teknologi Mara
<b>TARC</b>	Tunku Abdul Rahman College
<b>KUSZA</b>	Kolej Agama Sultan Zainal Abidin
<b>EPQ</b>	Eysenk Personality Questionnaires
<b>MBTI</b>	Myer-Brigg Temperament Indicators
<b>R&amp;D</b>	Research and Development

## CHAPTER ONE

### INTRODUCTION

Malaysia is one of the few countries in the world which has, in the span of two decades, succeeded in bringing about a major socio-economic transformations. The future of our country has been mapped out in the National Development Policy which outlined the steps we will take to become a fully developed nations by the year 2020.

Polytechnics and university students will play an important role in Malaysian future development. Jobs prospects in the 1990's will remain good for workers with tertiary education as the economy expands and sustains it growth.

McGregor ( 1987 ) stated the university ( and polytechnics ) is the proper place for educating managers. It is the function of the university to provide leadership in intellectual fields and therefore to the academic world that industry should look for the best, the most up to date and the most critical thinking on brand matters which **affect** the managerial tasks.

The contents of  
the thesis is for  
internal user  
only

## BIBLIOGRAPHY

- Abu Bakar Ibrahim (1989) *An Assessment of Graduates Feedback for Evaluating the Diploma in Banking Studies Program at I. T.M, Malaysia*, **PhD** Thesis, Michigan State University.
- Anwar Ibrahim (1993) *Keynotes Address: "Managing the Nineties: Challenges, Opportunities and Strategies"* *Malaysian Management Review*, Vol. 28, **No.3**, Sept 1993
- Allport, G.W. (1961) *Pattern and Growth in Personality*, New York, Holt, Rinehart and Winston,
- Anthony, W. (1973) *The Development of Extroversion of Ability and of the relation Between Them*, *British Journal of Educational Psychology*, 43.
- Anatasi, T. (1994), *Personality Selling*, S. Abdul Majeed Pub., Division, K. Lumpur.
- Andrisani, P. and Nestel G, (1976) *Internal - External Control as Contributor to Outcome of Work Experience*, *Journal of Applied Psychology*,62
- Anantraman, V. (1984), *Human Resource Management, Concept and Perspectives*, Singapore National University.
- Assael, H. (1992), *Consumer Behaviour & Marketing Action*, (4<sup>th</sup>. Ed.), **Boston:PWS-Kent**, Pub. Co.
- Bagozzi, R.P. (1978), " *Sales Performance and Satisfaction as Function of Individual Differences, Interpersonal and Situational factors*, " *Journal of Marketing Research* 15 (Nov).
- Bandura, A. O'Leary, A.B. Taylor, Gauthier, Gossord (1973), *Perceived Self Efficacy and Pain Control*, *Journal of Personality and Social Psychology*, Vol. 53 ., No. 3.
- Barcelona **A.C, Valida** A. C. (1994) *Interrelationships between Personal Variables and Entrepreneurial Potentials of Senior Students of University Utara Malaysia*, *Journal of Malaysian Management Review*, Vol. 29, No. 4, Dec. 94.
- Black, Briggitt Mann (1994), *An Analysis of Senior Undergraduates Preparedness Toward Workplace Based on Personality and Values*, **PhD** thesis, Texas Tech University.
- Blinkhorns, S, and Johnson, C. (1990) *The Significance of Personality Testing*, *Nature*, 348.

- Berryman, S.E. (1987) *Shadows in The Wings: The Next Education Reform*. Occasional Paper, No. 1, New York National Centre on Education and Employment.
- Brockner, J. (1988), *Self-Esteem at Work; Research, Theory and Practice*, Lexington: Lexington Books.
- Brownell, P. (1982) *The Effect of Personality - Situation Congruence in a Managerial Context*, Journal of Personality and Social Psychology, 42.
- Dakin, S, Nilakaut V, Jensen R. (1994), *The Role of Personality Testing in Managerial Selection*, Journal of Managerial Psychology, Vol. 9, No. 5, MCB University Press.
- Daim Zainuddin (1996) *Managing Technology for Growth and Development*, Malaysian Management Review, Vol. 3 1, No. 3, Sept 1996.
- \_\_\_\_\_ (1996), *Vital to Have World-class Workforce*, New Straits Times, dated 23 rd. June 1996.
- Day, D. and Silverman, S. (1989) *Personality and Job Performance: Evidence of Incremental Validity*, Personnel Psychology, 42
- Drucker, P.F. (1989), *The New Realities: In Government and Politics, In Economics and Behaviour, In Society and the World View*, New York, Harper & Row
- DuBrin, A. J. (1984), *Foundation of Organisational Behaviour, An applied perspective*, N. Jersey Prentice Hall Int. Inc.
- \_\_\_\_\_ (1994) *Applying Psychology Individual and Organisational Effectiveness*, Prentice Hall Inc. New Jersey.
- Dubinsky, A.J. and Hartley, S. W. (1986) *Antecedents of Retail Salesperson Performance: A Path-Analytic Perspectives*, Journal of Business Research 14, June.
- Duke, W. F (1955) *Psychological Studies of Values*, Psychological Bulletin, 52
- De Cenzo, Robins (1994), *Human Resource Management Concept and Practice*, New York, John Wiley & Sons.
- Drenan, S. (1983), Personality Factors, in LR Kahle (Ed) *Social Values and Social Change*, New York, Praeger.

- Engel J.F., Kollat D.T., Blackwell R.D. (1969), *Personality Measures and Market Segmentation*, Business Horizons.
- Eysenck, H.J. (1995) *Trait Theory of Personality in Industrial Differences and Personality*, Edited by Sarah E. Hampson, Longman, London.
- Feirer, J.L. (1974), *What Do Industry and Business Want From Vocational Education*, 65, 4.
- Fieshbein, S. and Weiner, B and Bohart, A (1996), *Personality*, 1 st. Ed., D.C Heath and Company, Toronto.
- Fine, L.M. and Gardial, SF (1990) *The Effects of Self-Monitoring and Similarity on Salespersons Inferential Processes*, Journal of Personal Selling and Sales Management 5 (Fall)
- Fransella Fay (Ed.) (198 1), *Personality Theory Measurement and Research*, New York, Methuen & Co.
- Freud, Sigmund (197 1), *Collected Papers* Vol. V. London, The Hagarth Press Ltd.
- Furnham Adrian (1992), *Personality at Work, The Role of Individual Differences in the Workplace*, Routhledge, London.
- Furnham, A. and Stringfield, P. (1993) *Personality and Occupational Behaviour*, MBT Correlates of Managerial Practices in Two Cultures, Human Relations, Vol. 46, No.7, 1993
- Gandet, F. and Carli, A. (1957) *Why Executive Fail*, Personnel Psychology, 10.
- Given, P.R, Pinkard C.A, Rich T.A. (1967), *Relationship of Personality Factors, Creativity and Achievement among High School Seniors*, Journal of Education Research, 9.
- Goh, D. and Moore, C. (1978), *Personality and Academic Achievement in Three Educational Level*, Psychological Reports, 43.
- Greenhaus J.H, Badin, I. J, (1974) *Self-Esteem, Performance and Satisfaction: Some Test of A Theory*, Journal of Applied Psychology, 59 (N0.6)
- Guion, R. and Gottliers, R. (1965); *Validity of Personality Measures in Personnel Selection*, Personnel Psychology, 18.
- Hall C. and Lindsay G. (1984), *Introduction to Theories of Personality*, New York, John Wiley and Sons.

- Hammer, T. and Vardi, Y. (1981) *Locus of Control and Career Self-Management among Non-Supervisory Employees in Industrial Setting*, Journal of Vocational Behaviour, 18.
- Hampson, Sarah E. (1995) *Individual Differences and Personality*, Longman, London.
- Hollenbeck, J. and William (1987) *Goal Importance, Self-Forms and the Goal Setting Process*, Journal of Applied Psychology, 72.
- \_\_\_\_\_. J. and Whitener, E. (1988) *Reclaiming Personality Traits for Personnel Selection Self-Esteem as an Illustrative Case*, Journal of Management, 14.
- Howard, A. and Bray, D. (1988) *Managerial Lives in Transition: Advancing Age and Changing Times*, New York, Guilford Press.
- Howel R.D, Bellenger D.N, Wilcox J.B. (1987) “*Self-Esteem, Role Stress and Job Satisfaction among Marketing Managers*”, Journal of Business research, 15.
- Imran Idris (1993), *Almost Ten: Annual Report of Politeknik Sultan Abdul Halim Muadzam Shah*, POLIMAS Publishing Unit, Jitra.
- Kamps, D.K (1992), *An Evaluation of the Academic Performance of Part-time and Full-time Students in introductory Business Courses*, PhD Thesis, University of Iowa.
- Kolesnik, W.B. (1978), *Motivation, Understanding and Influencing Human Behaviour*, New York, Allen and Bacon.
- Korman, A. (1970) *Towards a Hypothesis of Work Behaviour*, Journal of Applied Psychology, 54.
- Kriedt, P. and Gadel, M. (1953), *Prediction of Turnover Among Clerical Workers*, Journal of Applied Psychology, 37.
- Locke E.A., Latham G.P. (1990), *Work Motivation and Satisfaction. Light at the End of the Tunnel*, Psychological Sciences, 1(4).
- Locke E.A. (1991), *The Motivation Sequence, the Motivation Hub, and the Motivation Core. Organizational Behaviour and Human Decision Processes*, 50.
- Lawler, E. (1971), *Pay and Organisational Effectiveness: A psychological View*, Mc Graw Hill, New York.
- Maddi, Salvatore (1996) *Personality Theories: A Comparative Analysis*, 6<sup>th</sup> Ed, Brookes/Cole Publishing Co., Washington, USA



- Marcia, Aiuppa and Watson (1989), *Personality Types, Organisational Norms and Self-Esteem*, Psychological Reports, 1989, 65.
- Mahmood Nazar Mohammed (1990), *Pengantar Psikologi, Satu Pengenalan Kepada Jiwa dan Tingkahlaku Manusia*, K. Lumpur, Dewan Bahasa & Pustaka.
- \_\_\_\_\_ dan Faridah Merican (1990), *Hubungan Manusia & lam Organisasi*, Utusan Publications and Distributions, K. Lumpur.
- Messina, M.J. and Guilffrida, A.L. and Wood, G.R. (1991) Faculty / Practitioner Differences: *Skills Needed for Industrial Marketing Management*, 20.
- Mc Coy D.B. ( 1990), *The Impact of Specialisation on Personality Formation and Gender Role Development*, Kent, Ohio, Kent State University.
- McGregor, D. (1987) *The Human Sides of Enterprises*, Penguin Books, Middlesex, UK.
- \_\_\_\_\_ (1990) *An Exploration of the Personality Profile of Small-scale Business Bumiputera and Non-Bumiputera Entrepreneurs*, Malaysian Management Review, Vol. 25, No.2, Aug 1990.
- Mustaffa Mohd Hanefah (1996) *Accounting Curriculum: A Comparative Analysis, A Paper Presented at National Accounting Seminar: Accounting Education in Malaysia at the Crossroad*, Shah Alam, Aug, 2 1, 1996.
- Mondy R.W, Noe R.M. (1996), *Human Resource Management*, 6<sup>th</sup> Ed., New Jersey, Prentice Hall Int. Inc.
- Morse, J. (1975) *Person-Job Congruence and Individual Adjustment and Development*, *Human Relations*, 28.
- Myers, J.H., Reynolds W.H. (1967), *Consumer Behaviour and Marketing Management*, Boston Houghton Mifflin Co.
- Nik Kamariah bt Nik Mat (1995) *Determinants of Sales Performance in Insurance Industry: A Cross-Cultural Comparison Between the UK and Malaysia*, Ph D Thesis, Univ. of Aston at Birmingham.
- \_\_\_\_\_ (1995), *Personality Factors for Successful Sales Performance in Malaysia*, *Journal of Malaysian Management Review*, Dec. 95, Vol. 30, No.4.
- Nik Rusnah and Norma Mansor (1994) *Preparing Woman for Work for the Year 2020; The Malaysian Case*, *Journal of Malaysian Management Review*, Vol. 29, No. 4, Dec 1994.

- Nungsari Radzi (1996) "*Lepasan Sekolah Perlu diberi Latihan Teknikal*" Utusan Malaysia, 27 Jun 1996
- O' Brien, G. (1984) *Locus of Control Work and Retirement*, In H. Lefcourt (Ed) Research with the Locus of Control Construct Vol. 3, New York Academic Press.
- Olson, H. Jr., (1969), *Distributive Education Tender - PP co-ordinators : Relationships between Personality and Job Satisfaction*, Delta Phi Epsilon Journal, 11, 3.
- Oinonen, C.M. (1981) *Business and Education Survey: Employer and Employee Perception of School to Work Preparation*, Parker Project no. 3, Bulletin No 4372, Wisconsin, US.
- Payne, R. (1987) *Individual Differences and Performance among R and O Personnel*, R & O Management, 17
- Palladino, C. D. (1990) *Developing Self Esteem*, Kogan Page, London, UK.
- Richardson, S. (1984), *Human Resource Management, Concept and Perspectives*, Singapore National University.
- Rasheed, R.N. (1969), *The Relationship between Factors of Personality and Academic Achievement in a Program Learning Situation among College Students*, PhD Thesis, Auburn University.
- Robertson, I. And Makin, P. (1986), *Management Selection in Britain, A Survey and Critique*, Journal of Occupational Psychology, 59.
- Rokeach, M. (1968) *Belief Attitudes and Values*, San Francisco, Jossey Bass Inc.
- \_\_\_\_\_ (1973) *The Nature of Human Values*, New York Free Press.
- Rotter, J.B. (1966), *Generalised Expectancies fir Internal Versus External Control and Reinforcement*, Psychological monograph; General and Applied, 80.
- Russon, A. (1973) *Personality Development for Business*, South-Western Pub. Co. Ohio.
- Saiyadain, M. (1996), *Perception of Sponsoring Managers, Training Organisations and Top Management Attitude Towards Training*, Journal of Malaysian Management Review, Dec 95, Vol. 30, No. 4.
- Shamsuddin Kassim, (1996) "*Graduan Perlu Miliki 10 Nilai Murni*", Utusan Malaysia 20 Jun 1996

- Simintiras, A. C. and Lancaster, A.G. and Cadogan, J.W. (1994) *Perceptions and Attitude of Salespeople Towards the Overall Sales Job and the Work Itself*, Journal of Managerial Psychology, Vol. 9, No. 7, MCB University Press.
- Shackleton, V. and Newell, S. (1991) *Management Selection: A Comparative Study of Methods Used in Top British and French Companies* - Journal of Occupational Psychology, 64
- Sekaran, Uma (1962), *Research Methods for Business, A Skill Building Approach*, 2<sup>nd</sup>. Ed., New York, John Wiley & Sons.
- Seifert, K. (1983), *Educational Psychology*, Houghton Mifflin Co. , New Jersey. USA.
- Spiro, R.L. and Weitz, B.A. (1990), *Adaptive Selling: Conceptualisation Measurement and Nomological Validity*, Journal of Marketing Research, XXVII, (Feb).
- Straub, W.F. (1971), *Personality Trait of College Football Players who Participate at Different Level of Competition*, International Journal of Sports Psychology, 2,1.
- Schiffman, Lazar, Kanuk, (1988), *Consumer Behaviour*, 3<sup>rd</sup> Ed. New Jersey, Prentice Hall Int. Inc.
- Schermerhorn, J. Jr., Hunt, Osborn, (1994), *Managing Organisational Behaviour*, New York, John Wiley & Sons.
- Snyder, M. (1974) “*Self-Monitoring of Expressive Behaviour* ”, Journal of Personality and Social Psychology, 30 (4).
- \_\_\_\_\_ (1987), *Public Appearance / Private Realities ; The psychology of the Self-Monitoring*, New York, Freeman.
- Taylor, E. and Nevis, E. (1957), *The Uses of Projective Techniques in Management Selection, Personnel*, 3 3.
- Tett, R. and Jackson, D. and Rothstein, M. (1991) *Personality Measures as Predictors of Job Performance a Meta- Analytic Review*, Personnel Psychology.
- Tosi H.L., Rizzo, J.R., Carroll S. J. (1990), *Managing Organisational Behaviour*, (2<sup>nd</sup> Ed.), New York, Harper and Row Publisher.
- Wilkie, W.L. ( 1990), *Consumer Behaviour* ( 2<sup>nd</sup>. Ed), New York, John Wiley and Sons, Inc..

- Weitz, A.B. (1987), *Effectiveness in Sales Interactions: A Contingency Framework*, Journal of Marketing, Vol.45, Winter 198 1.
- Witt, L. (1989), *Person-Situation Effects in the Explanation of Self-Presentation on the Job; Locus of Control and Psychological Climate*, Journal of Social Behaviour and Personality, 4.
- Walters, C.G. (1978), *Consumer Behaviour, Theory and Practice* (3<sup>rd</sup>. Ed) Homewood, IL, Richard D. Irwin Inc.
- Zakaria Kasa ( 1993), *Factors Related to Work Attitude of Diploma Students in U.P.M.*, PhD Thesis , Ohio State University.
- Zax, T. and Takahashi, M. (1967) *An analysis of Cultural Differences among Americans and Japanese Students*, Journal of Culture, Tokyo.
- Zikmund, W.G. ( 1994) *Business Research Methods*, 4<sup>th</sup> Ed, Toronto, The Dryden Press.
- Zeldow, P. and Clark, D. and Daugherty, S and Eckerfel, E. (1985), *Personality Indicators of Psychology Adjustment in First Year Medical Students*, *Social Science and Medicine*, 20.