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STRATEGIC FLEXIBILITY AND CONSISTENCY AT MANAGER LEVEL: THE COMPATIBILITY BETWEEN STRATEGY ENFORCEMENT AND PERSONALITY TRAITS

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ABSTRACT

There is still inconsistencies relation between the personality traits to strategic enforcement from much previous research. Strategic enforcement can be defined into two orientations, namely flexibility and consistency. This research aimed to confirm the influence of manager's personality traits to the strategic enforcement in Indonesia's financing company. This research is important because this industry facing with the challenge to make strategic breakthrough under the flexible business environment, the conventional financing industry instead stagnant growth. Data from 242 respondents was collected and PLS program was used to analyzed the correlation between variable. This result of the study showed that managers in the financing industry who are more tend to strategic flexibility-oriented can be identified from several personality traits like their way of gathering information, decision making, and relate with external world. But source of energy did not significant influence on strategic flexibility. Beside this, strategic consistency-oriented can be identified from their several personality traits, like source of energy and decision-making orientation. However, the others personality traits like way of gathering information and relate with external world did not show a significant influence on strategic consistency.

Keywords: strategic flexibility, strategic consistency, personality traits

INTRODUCTION

During few decades, strategic management issues was never stop and continue to emerge. In today's business era with velocity, uncertainty, complexity, and ambiguity in competitive environments, how organizations should adapt has become a major topic of research (Posen & Levinthal, 2012; Stieglitz, Knudsen, Becker, 2016; Cascio & Ramiro, 2016; Sumiati et al., 2019; Herhausen et al., 2021; Khalifa, 2021). Several researchers elaborate about strategic flexibility as a way to adapt in uncertainly situations (Khalifa, 2021; Herhausen et al., 2021; Kim, 2014; Ahmad, et al., 2016). Likewise, several other researchers who are interested in conducting research related to strategic flexibility such as Brinckmann et al., (2019), Claussen, Essling, Peucker (2018), and Dai et al. (2018).

Strategic flexibility here is one of the strategy enforcement orientations. There are two orientations on strategic enforcement, namely strategi flexibility and strategic consistency (Parnell, 2005). Strategic flexibility can be defined as the form of the ability to combine several managerial methods, and use them efficiently to react with environmental changes, seize opportunities, and avoid threats to create successful organization (Parnell, 2005; Dai et al, 2018; Fernández et al,

2016; Chan et al, 2017; Yousuf et al, 2020). In contrast, strategic consistency is defined as the form of a commitment to carry out the same strategy for a certain period to reduce uncertainty, often starting with alignment activities between structure and strategy so that they do not conflict so as to create better coordination and harmonization (Parnell & Lester, 2003; Parnell, 2005; Sriram & Anikeff, 1995; Saffold, 1998).

The key success factor on implementing strategy is certainly related to human resources aspect, like selecting and ensure that the manager's personality and behavior are compatible to implement it in the field (Guay et al., 2016; Bui, 2017; Aktham, 2020; Gualinga & Lennartson, 2020). Several studies have revealed the influence of personality traits with certain strategic orientation (Hambrick and Fredrickson, 2001; Parnell, 2005; Gallén, 2010; Beaver, 2003). Research conducted by Gallen (2006) revealed that managers have a tendency to apply certain types of strategies that match their personality (Gallen, 2006). Other studies explain that personality will affect the strategic decision-making (Kauer et al, 2007; Robbins & Judge, 2008). Then other researchers stated that strategic views were influenced by their personality (Parnell, 2004; Gallen, 2010).

But the results of this study about personality traits and strategic enforcement still have contradict and inconsistencies. Other studies which state that personality type is not a significant predictor for identifying strategic preferences (Jennings & Disney, 2006; Conti & McNeil, 2011). Beside this, research on the relationship between psychological aspects such as personality and strategic management is relatively rare (Leonard et al., 2005).

Based on this inconsistency, research will be conducted to develop and test hypotheses regarding the influence of personality traits on strategic enforcement's orientation. Beside this, this research aims to find out what personality traits are more oriented towards strategic flexibility and/or consistency. The research will be conducted on managers in Indonesia's financing industry, which this industry has stagnant growth for the last few years (OJK, 2020). Qualitative method with literature review used to get conceptual link between variable, then statistical method used to hypothesis testing. Strategy enforcement here define in two orientations, namely strategic flexibility and strategic consistency. Personality traits here reflect on four dimension MBTI, namely source of energy, way of gathering information, decision making, and relate with external world. The meaning about each construct will be explain in next literature review to get conceptual model and hypothesis, then statistical testing will be run to give recommendation.

LITERATURE REVIEW

Based on the framework about causal relationship between strategy enforcement and personality traits above, a conceptual model can be draw into Figure 1 below. The grand theory from Gallen (2006) about the effect of cognitive style (personality traits) to strategy preferable (strategy enforcement) will be used as main concept to get further hypothesis. In her research, Gallen (2006) state that the manager will have a tendency to implement a specific strategy type that suits his personality. Beside this, personality traits can predict the behavior of an individual so that it can be adapted to the working method to achieve organizational goals (Bui, 2017; Gupta & Gupta, 2020). Their research also in line with another previous research state the manager often depends

on their value and personality to select the right strategic decision (Nutt, 1986; Miller and Toulouse, 1986; Hambrick and Fredrickson, 2001; Beaver, 2003; Parnell, 2005). Beside the grand theory, another supporting theory from Parnell (1994) about strategy enforcement and Myers-Briggs Type Indicator (MBTI) about personality theory will be used to explain the variable in literature review here.

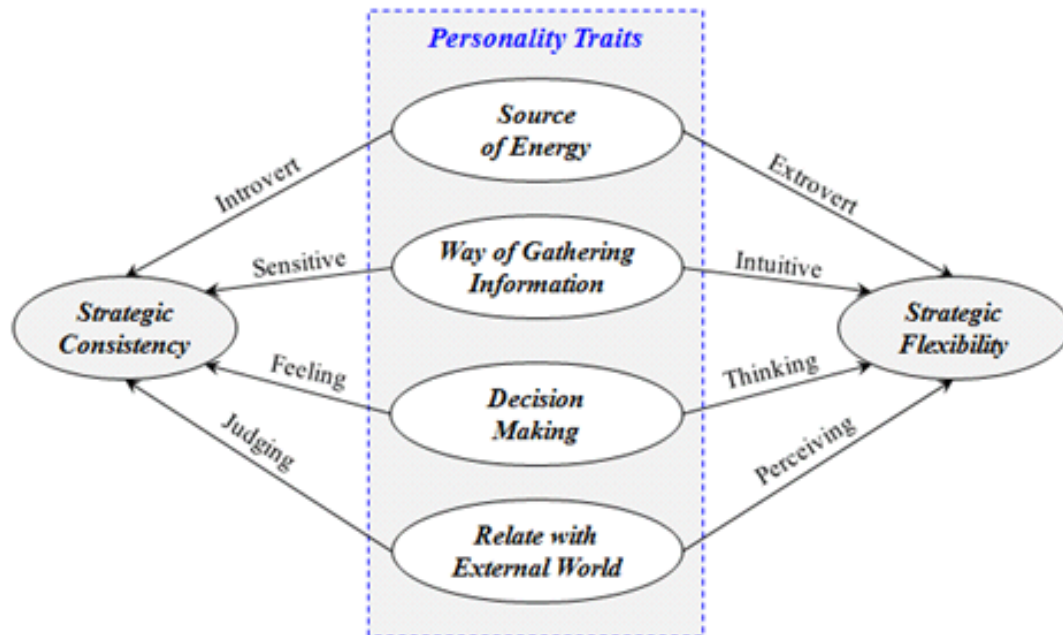


Figure 1. Conceptual model

Strategic Enforcement: Flexibility and Consistency

Previous research state about two orientation of strategy implementation, namely strategic flexibility and strategic consistency (Parnell & Lester, 2003; Hamsal & Agung, 2006; Lamberg et al., 2009; Yu, 2012; Moss, Payne, Moore, 2014). Each other used unique name, but still have same definition relatively. At previous research, some studies emphasize more on the affect from strategy and performance (Phlesko & Heiens, 2004; Yu, 2012; Cingoz & Akdogan, 2013; Moss, Payne, Moore, 2014). Then other studies emphasize more on the differences between two paradoxical strategies (De Wit & Meyer 2010; Raynor, 2007), comparing this two strategy paradox to found which the right strategy orientation on company performance (Parnell, 1994; Hamsal & Agung, 2006).

(1) *Strategic flexibility*. Strategic flexibility can be defined as the ability to change and adapt quickly with manageable cost (Ghemawatt & del Sol, 1998; Fernández et al, 2016; Chan et al, 2017). Another describe strategic flexibility as the ability to shift and redesign the strategy quickly (Johnson et al., 2003; Combe et al., 2012). While the other explain strategic flexibility as the agility to adapt with environmental dynamics to get high impact performance (Aaker & Mascarenhas, 1984; Ogunmokun & Li, 2012; Herhausen et al, 2021; Kim, 2014; Ahmad, et al., 2016, Kahingo

& Muchemi, 2020). Based on several definitions from the researchers above, strategic flexibility is synonymous with adaptation, change quickly, shifting business strategy. According to their definition, strategic flexibility tends to outward look first, then align with internal condition to reconfigure their strategy. As example in financing industry, outward looking here can be explain such as macroeconomics, regulator policy, technology shifting, competitor movement, until consumer behavior. This external factor is very important things to watch if the organization wants to get superior performance (Brauer & Schmidt, 2006; Combe et al., 2012). Superior performance through outward looking here can be achieve if the organization can act as first-mover (Fisscher & de Weerd-Nederhof, 2001; Raynor & Leroux, 2004). First mover advantage here is the main objective in strategic flexibility orientation (Eppink, 1978; Grewel & Tasuhaj, 2001; Peterson & Welch, 1992; Parnell, 2005; Combe et al., 2012).

(2) *Strategic consistency*. Strategic consistency explains as a commitment to execute the same strategy for certain period to reduce uncertainty (Parnell & Lester, 2003; Parnell, 2005). Managers who prefer to strategic consistency more concern on internal organization rather than external environment. Evenly under turbulence condition, they are often to act “wait and see” first until conditions become more friendly (Parnell, 2005; Lieberman & Montgomery, 1988). In line with the principle of "second but better", they think there is no problem if they can't act as pioneer as long as they can deliver something better to stakeholder.

Another researcher defines strategic consistency as alignment activity between organizational structure and the established strategy (Sriram & Anikeff, 1995). The alignment with the organizational structure becomes very crucial because this strategy more oriented to inward looking first. After the alignment process, they expect it can create more harmonic situation and better coordination. At the end, bureaucracy does not contradict with the strategy execution (Saffold, 1998). In this case, the alignment process here requires sustainable understanding to deliver optimal result. The understanding process from overall team cannot be created in short period. Thus, this manager does not sure that strategic change can be deliver better performance if strategy and structure are forced to change continuously.

Personality Traits

Personality can explain as permanent characteristic in everyone that it can reflected from their behaviour at the environment (McCrae, 2011; Feist & Feist, 2006; Bui, 2017; Soto, 2018). Other researchers explain personality as a set of individual character, behaviour, habits, and traits that differs one with another (Asci et al., 2015; Rhodes & Boudreau, 2017). At individual level, personality formed by two aspects: congenital and environment (Baro & Buragohain, 2014). The personality traits will reflect the types of risks they can take and their initiative to correct what went wrong without being intimidated (Landis, 2016; Leephaijaroen, 2016). Beside this, personality traits are reported to influence many business outcomes and employee behavior (Syed et al., 2015; Korankye, 2021). One of the most familiar concepts to describe personality is the Myers Briggs Type Indicator (MBTI) that developed by Katharine Cook Briggs and Isabel Briggs Myers derivate from Jung's personality theory (Pittenger, 1993). This concept is widely used in much research about personality (Boyd & Brown, 2005; Bradley & Hebert, 1997) and it common to identify through the questionnaire (Briggs-Myers & Myers, 1995; Borg & Shapiro, 1996). MBTI can explain personality traits through eight parameters that grouped into four attributes:

source of energy, way of gathering information, decision making, and relate with external world (Keirsey & Bates, 1998).

(1) *Source of energy: extrovert-introvert.* This attribute explains where the origin of energy and self-motivation (Quenk, 2009). There are two orientations, namely extrovert and introvert (Keirsey & Bates, 1998; Myers & Myers, 1980; Myers & McCaulley, 1985). Each other have unique characteristics in their approach to processing the information and understanding something (Duff, Boyle, Dunleavy, & Ferguson, 2003; Emerson & Taylor, 2007). Extrovert person reflected from him/her activities that more oriented to the external environment (Miranti, 2020). So they look more enthusiasm and energetic (Roslan et al., 2019), more interactive to discuss with other people and working as a team (Lawrence, 2009). These habits can also be seen from a friendly person, sociable, talkative, has many friends (Salehi, 2010), active and assertive personality (Farsani, Azadi, Farsani, & Aroufzad, 2013). They also prefer on quick action (Taylor, 1998), so they are more careless in decision making relatively (Stylianios et al., 2014). Generally, extrovert person has good communication and interaction (Mitchellette, 2008; Khalil, 2016). While introvert be more careful, tend to be unwilling to present their ideas or opinions with others, so they prefer to observe first before they involve in a process or activity (Prakash, Singh, Yadav, 2016). With this character, they have better concentration and reflection (Lawrence, 2009). Generally, introvert people are good decision maker because they are a good thinker which can consider everything from different side (Brown, 2013; Sumantri & Pratiwi, 2015) and they don't rely on others in decision making process.

According to the explanation above, extrovert person has more oriented to the external environment and their preferable on quick action. These characteristics are in-line with the strategic flexibility, which this strategy more emphasize to the external conditions like competitor or customer behaviour to get first-mover advantage (Eppink, 1978; Grewel & Tasuhaj, 2001; Petterson & Welch, 1992; Parnell, 2005; Combe et al., 2012). Meanwhile, introvert person is more careful, and prefer to observe first before involving in that condition (Bradley & Hebert, 1997; Akhavan et al, 2016; Prakash, Singh, Yadav, 2016). These characteristics are in-line with the strategic consistency, which this strategy more emphasis on internal factors and argue that there is no guarantee to achieve first-mover advantage (Lieberman & Montgomery, 1988; Parnell, 2005). Thus, people who more oriented toward strategic consistency will have a tendency to observe what happens first before involve. Based on the synthesis between these concepts can be drawn two hypotheses:

- H1: Introvert manager tend to be more oriented towards strategic consistency.
- H2: Extrovert manager tend to be more oriented towards strategic flexibility.

(2) *Way of gathering information: sensitive-intuitive.* This attribute explains how an individual manage and received information (Quenk, 2009; Vaseghi & Vaseghi, 2011). There are two orientations namely sensitive and intuitive (Keirsey & Bates, 1998; Myers & Myers, 1980; Myers & McCaulley, 1985). Person with sensitive character linked to something can be observe by one of five senses (Gallen, 1997). Other literature state that they are described as practical person (Mutchler, 1998) who prefer to routine and systematic way of thinking (Robbins & Judge, 2008). Sensitive person tends to trust by the specific information, concrete evidence, real-facts and tangible things (Vaseghi & Vaseghi, 2011). So, they more views on the today situation, prefer to

improve somethings by supporting data and proven ways so that they are commonly talented to create standard operating procedure with their technical planning and attention to details (Boyd & Brown, 2005; Bradley & Hebert, 1997; Buaton & Astuti, 2013). While intuitive characteristics rely on the unconscious mind and tend to view on the holistic picture (Robbins & Judge, 2008; Vaseghi & Vaseghi, 2011). Their way of thinking is more emphasize on how current progress will affect to the future (Boyd & Brown, 2005; Bradley & Hebert, 1997; Wandrial, 2014). They are more interest to predict the possibility and meanings (Gallen, 2009). With these characteristics, they like to manage data by evaluate at patterns and relation, abstract, global conceptual thinking, and imagine the possibility can happen in the future (Boyd & Brown, 2005; Bradley & Hebert, 1997). They are talented for imagine about what should be achieved in the future. So, they match for long-term drafting and vision.

According to the characteristics, people with sensitive way of thinking described as person who rely on concrete evidence, more views on the past and present condition, prefer to routine and systematic way of thinking (Boyd & Brown, 2005; Bradley & Hebert, 1997; Gallen, 1997; Robbins & Judge, 2008; Vaseghi & Vaseghi, 2011; Buaton & Astuti, 2013). These characteristics are in-line with the strategic consistency, which this strategy emphasize on continuity with past period to get better understanding and optimum result in current condition (Parnell & Lester, 2003; Parnell, 2005; Moss, Payne, Moore, 2013). Otherwise, person with intuitive way of thinking describe as person who more rely on possibility, about how the current progress will affect to the future (Boyd & Brown, 2005; Bradley & Hebert, 1997; Gallen, 1997; Robbins & Judge, 2008; Vaseghi & Vaseghi, 2011; Wandrial, 2014). These characteristics are in-line with strategic flexibility, especailly on emphasize to get first-mover advantage in the future (Parnell, 2005; Parnell & Lester, 2003). Thus, based on the linkage and similarity between these concepts of strategy enforcement and way of gathering information's perspective can be synthesized into a hypothesis as follows:

- H3: Sensitive manager tend to be more oriented towards strategic consistency.
- H4: Intuitive manager tend to be more oriented towards strategic flexibility.

(3) *Decision making: Feeling-thinking*. This attribute explain how a person make decisions (Gallen, 1997; Quenk, 2009). There are two orientations namely thinking and feeling characters (Keirsey & Bates, 1998; Myers & Myers, 1980; Myers & McCaulley, 1985). People with the thinking characteristic are who use logical reason, cause-effect analysis (Mutchler, 1998) and prefer to analyze the pros and cons before make decision (Robbins & Judge, 2008; Wandrial, 2014). They emphasize on task-oriented and objective, consist with their principle, and talented as analyst and to create standard operating procedure (Boyd & Brown, 2005; Bradley & Hebert, 1997; Buaton & Astuti, 2013). With this characteristic, they like to create systematic rule of thumbs as a guideline to select the most compatible option and the most reasonable choice (Vaseghi & Vaseghi, 2011). While feeling characteristics more rely on personal value and emotions (Boyd & Brown, 2005; Bradley & Hebert, 1997; Gallen, 1997). So they often considering the others feeling to create harmonic environment (Robbins & Judge, 2008; Wandrial, 2014).

According to the characteristics, person with feeling orientation more subjective than thinking because they rely on their personal values and emotions (Gallen, 1997). As a consequent, they more often consider the others feelings in decision making process to reduce the potential conflig and tend for maintain harmony among the people (Boyd & Brown, 2005; Bradley & Hebert, 1997;

Robbins & Judge, 2008; Wandrial, 2014). Remember the impact of strategic flexibility such as restructuring or strategic change that may be perceived to threaten job security (Davis & Fisher, 2002; Floyd & Wooldridge, 2000), this person with feeling characteristic tends to be difficult to create major change. So, they will tend to implement the same strategy with low impact to their team. Otherwise, person with the thinking orientation described as who use logical and objective reason to analyze the pros and cons about the current situation impact and inconsistencies that occur (Robbins & Judge, 2008; Wandrial, 2014). These characteristics are in line with strategic flexibility that emphasize on big picture evaluation about current progress will be impact in the future. Based on the linkage between these concepts, the hypotheses are as follows:

H5: Feeling oriented manager tend to implement strategic consistency.

H6: Thinking oriented manager tend to implement strategic flexibility.

(4) *Relate with external world: Judging-perceiving*. This attribute explains the personal adjustment to adapt with the external environment (Feist & Feist, 2006) and how their “live our outward life” (Bevilacqua et al., 2014). In his research, Farmer (2018) state the relate with external world as the way of people when face the situation, task and time. Many literatures state about this aspect is the most difficult to predict than other component of personality because it implicates habit and behaviours at daily activities (Verhoeven, Plank & Daelemans, 2016; Plank & Hovy, 2015; Wang, 2015; Li et al., 2018). There are two orientations namely judging and perceive orientation (Keirsey & Bates, 1998; Myers & Myers, 1980; Myers & McCaulley, 1985).

Judging characteristics are person who desire control and prefer to a systematic plan through thinking process and act regularly (Robbins & Judge, 2008). They emphasize on organized and self-discipline (Bevilacqua et al., 2014), have a proper-plan before act (Panait & Bucinschi, 2018). Consequently, they dislike to out from action plan, so they prefer to set up proper activity plan and act base on this plan (Robbins & Judge, 2008; Buaton & Astuti, 2013). While perceiving character are more adaptable (Bevilacqua et al., 2014), flexible and spontaneous (Panait & Bucinschi, 2018). So they tend to keep open for all possibility and better in the last minute decision making (Sprague, 1997). Others research state that they like on creativity and flexibility (Choong & Varathan, 2021). They are not having a problem when facing the uncertainly situations and sudden changes in their environment (Robbins & Judge, 2008; Buaton & Astuti, 2013). With their characteristics, oftenly they prefer to implement first and adjust it based on newest condition.

According to the characteristics, judging oriented are described as a person who prefer to well prepare with structured plan, and dislike to out from activity plan. So they prefer to set up proper activity plan and act base on this plan (Panait & Bucinschi, 2018; Robbins & Judge, 2008). This trait conforms to the characteristics of strategic consistency, which this strategy emphasizes on certainty and continuity with strategic planned or previous strategy implementation (Parnell & Lester, 2003; Parnell, 2005). Otherwise, perceiving-oriented person have a tendency to be more adaptable, flexible and spontaneous (Choong & Varathan, 2021; Panait & Bucinschi, 2018; Bevilacqua et al., 2014; Robbins & Judge, 2008). These characteristics are in-line with strategic flexibility that emphasizes on the importance of adapting process to environmental change. Based on the relationship and similarity between concepts here, it can be synthesized into a hypothesis as follows:

H7: Judging manager tend to be more oriented towards strategic consistency.

H8: Perceiving manager tend to be more oriented towards strategic flexibility.

Strategic Enforcement and Personality Traits

According to conceptual review between two orientation of strategy enforcement and personality traits above, it's essence and linkage can be summarize into Table 1 below.

Table 1
Essence and linkage between personality traits and strategy enforcement

Personality Traits Perspective	Strategic Flexibility Perspective	Strategic Consistency Perspective
Source of Energy: Outward oriented vs. Observe first	Very important to be first-mover base on external progress like competitor or customer behaviour (Petersen & Welch, 1992; Parnell, 2005)	Very important for “wait and see” because there is no guarantee for first-mover can get optimum result (Parnell, 2005; Lieberman & Montgomery, 1988)
Way of Gathering Information: Present future vs. Past present oriented	More emphasize to create better future based on current progress (Fisscher & de Weerd-Nederhof, 2001; Raynor & Leroux, 2004)	More emphasize on continuity with past period to get better understanding and optimum result (Moss, Payne, Moore, 2013)
Decision Making: Objective reason vs. Reduce confusion	Restructuring must be aligned with strategic adaptation evenly it can make upsets within organization (Davis & Fisher, 2002; Floyd & Wooldridge, 2000)	Very crucial to reduce uncertainty and chaos within organization is very crucial to create harmonic organization (Parnell et al, 2014)
Relate with External World: Proper action plan vs Adaptable	Flexible, quick respond and adaptation is very crucial for survival (Ghemawatt & del Sol, 1998, Brauer & Schmidt, 2006; Combe et al., 2012).	Incidental change on current structure and working process tend to create resistency (Saffold, 1998)

METHODOLOGY

The research method used is a quantitative method with hypothesis testing to test various relationships between variables here by Partial Least Square (PLS). The research period here is cross-sectional, i.e., data collection is only done at a certain time. Thus, the observation or data collection is only done once. The unit of analysis used here is an individual, namely a manager in a financial services company in Indonesia. As population, there is 18.963 manager in financing industry. Data collection techniques were carried out using a questionnaire as a research instrument. The sampling technique used in this study is two-stage stratified random sampling, which is a sampling technique carried out by making strata from the considered population (Nasution & Usman, 2008). Strata here separate managers population in the financing industry base on company size and return on asset size, in this case above/below average. So that the sample taken on a prorated basis can represent each stratum of the population.

Data analysis will be carried out with Likert scale of 1-6. In the questionnaire, the characteristics of individuals who are conceptually considered to have a tendency to strategic consistency will be reflected on a smaller ordinal scale. Meanwhile, individuals who are conceptually considered to have a tendency towards strategic flexibility will be reflected on a larger ordinal scale. However, the individual characteristics here are neutral, and the small and large scales here are only used as codes to facilitate statistical interpretation and hypothesis testing.

The variables used in this study were operationalized in the form of questions in a questionnaire. The questions made in the questionnaire were adopted and adapted from several previous studies that are relevant to the research here. The operationalization variables of strategic consistency and strategic flexibility was adopted from the research of Parnell (2005), and Hamsal & Agung (2007). Strategic consistency here will be reflected into few indicators like view that: (1) consistency with particular strategy will bring best result in the long run, (2) success will be achieved if repeats the same and proven effective strategy, (3) successful company not react too quickly by changing strategies in the environment change, (4) commit to implement a consistent strategy over a certain period of time will bring the best results. Variable strategic flexibility will be reflected into few indicators like view that: (1) Strategic flexibility here will be reflected into few indicators like view that: (1) the ability to adapt and change are the key to success, (2) act faster as a pioneer or agent of change in the industry is the key success, (3) allocate reserve amount are important to anticipate risk of failure, (4) company must immediately change its strategy if executor team cannot implement it effectively

While the operationalization variables of the source of energy, the way of gathering information, decision making, and related to external world was adopted from the research of Wandrial (2014) and Madeon & Astuti (2013), as well as based on several supporting theories such as Robbins & Judge (2008). Source of energy variable here will be reflected into few indicators like: (1) approach to come up with new ideas, (2) working preference in activity or concentration, (3) more comfortable around people or not, (4) tend to convey everything in mind or tend to observe first, (5) tend to act first and then think later or conversely. The way of gathering information will be reflected into few indicators like: (1) (1) more interested in possibility or reality, (2) more interested in something that is still abstract or real problems, (3) standard operating procedures are boring or supporting, (4) more enthusiastic in detail or about broad ideas, (5) easier to see an overview or a detail. Decision making variable here will be reflected into few indicators like: (1) view that conflict is natural, or conflict must be avoided, (2) more focus on justice more than feelings, (3) tend to be an analyst or emphasize on empathy in making decision. Related to external world variable here will be reflected into few indicators like: (1) tend to implement immediately or planning properly, (2) tend to be a person who is easy to adapt or work on plan, (3) tend to change the initial plan or stick with the plan.

RESULTS

From the distribution of questionnaires, data were collected from 242 managers who work in the financial service industry in Indonesia. Before testing the hypothesis, the validity and reliability tests will be carried out on the 25 indicators used (detail in Appendix). The indicators are valid if the loading factor, AVE and communality values are greater than 0.5 (Hair et al, 2011; Ghozali,

2015). Meanwhile, the indicator is said to be reliable if the Cronbach Alpha and Composite Reliability values are more than 0.50 (Ghozali, 2015).

Based on the results of statistical tests, it is known that the loading factor value of each indicator on the source of energy variable (0.530-0.860), way of gathering information (0.661-0.824), decision making (0.640-0.812), related to external world (0.674- 0.807), strategic consistency (0.754-0.846), and strategic flexibility (0.534-0.792) were all greater than 0.5 (Appendix). Beside this, the values of AVE (0.55-0.64) show that each variable in this research are valid. Likewise, Cronbach Alpha (0.61-0.84) and Composite Reliability (0.79-0.88) from each variable show that the indicators here are reliable (Table 2).

Tabel 2
Validity and reliability test

Indicator	Benchmark	SOE	WGI	DM	REW	CONS	FLEX
AVE	0.50	0.57	0.61	0.56	0.57	0.64	0.55
Composite Reliability	0.50	0.87	0.88	0.79	0.80	0.88	0.86
Cronbach Alpha	0.50	0.82	0.84	0.61	0.63	0.82	0.79

If the results of statistical tests (Table 3) are related to the hypotheses that have been prepared, several further interpretations can be obtained. Hypothesis test results are said to be significant if the T-statistics value is greater than 1.65 (90% confidence level).

1. Variable source of energy (SOE) has a significant effect on the strategic consistency (CONS) with a negative relationship direction. Thus, extrovert managers have a smaller tendency to implement strategic consistency. Conversely, introvert managers have a tendency to implement strategic consistency (H1 was accepted).
2. Variable source of energy (SOE) has a positive influence on strategic flexibility (FLEX). Thus, introvert managers have a smaller tendency to implement strategic flexibility. Conversely, extrovert managers have a tendency to implement strategic flexibility. However, the effect of this variable was not significant on strategic flexibility (H2 was rejected).
3. Variable way of gathering information (WGI) has a negative effect on the strategic consistency (CONS). Thus, intuitive managers have a smaller tendency to implement strategic consistency. Conversely, sensing managers have a tendency to implement strategic consistency. However, the effect of this variable is not significant on the strategic consistency (H3 was rejected).
4. Variable way of gathering information (WGI) has a significant effect on strategic flexibility (FLEX) with a positive relationship. Thus, sensing managers have a smaller tendency to implement strategic flexibility. In contrast, intuitive managers have a greater tendency to implement strategic flexibility (H4 was accepted).
5. Variable decision making (DM) has a significant effect on the strategic consistency (CONS) with a positive relationship. Thus, thinking oriented managers have a smaller tendency to implement strategic consistency. Conversely, feeling oriented managers have a tendency to implement strategic consistency (H5 was accepted).
6. Variable decision making (DM) has a positive influence on strategic flexibility (FLEX). Thus, feeling oriented managers have a smaller tendency to apply strategic flexibility. On the other hand, thinking oriented managers have a tendency to apply strategic flexibility (H6 was accepted).

7. Variable relate with external world (REW) has a negative effect on the strategic consistency (CONS). Thus, perceiving oriented managers have a smaller tendency to apply strategic consistency. Conversely, judging oriented managers have a greater tendency to apply strategic consistency. However, the effect of this variable is not significant on the strategic consistency (H7 was rejected).
8. Variable relate with external world (REW) has a significant effect on strategic flexibility (FLEX) with a positive relationship. Thus judging oriented managers have a smaller tendency to apply strategic flexibility. In contrast, perceiving oriented managers have a greater tendency to apply strategic flexibility (H8 was accepted).

Table 3

Total effect and interpretation

	Hypothesis	Beta	P-Value*	Std. Error	Regression	T-Stat**	Interpretation
H1	SOE → CONS	-0.110	0.165	0.129	-0.265	2.052	Accept
H2	SOE → FLEX	0.011	0.872	0.120	0.003	0.025	Reject
H3	WGI → CONS	-0.065	0.381	0.127	-0.023	0.178	Reject
H4	WGI → FLEX	0.339	0.000	0.108	0.312	2.886	Accept
H5	DM → CONS	-0.259	-0.000	0.104	-0.220	2.121	Accept
H6	DM → FLEX	0.280	0.000	0.092	0.287	3.123	Accept
H7	REW → CONS	-0.084	0.247	0.118	-0.004	0.038	Reject
H8	REW → FLEX	0.249	0.000	0.089	0.299	3.383	Accept

Notes: Beta values and p-values run by SPSS; std. error, regression, T-stat run by PLS; * significant at confidence level 90% (p-value < 0.1); ** significant if T-stat > 1.65

DISCUSSION

Based on the hypothesis test between two orientation of strategy enforcement and four orientation of personality traits above, some theoretical implications can be obtained. The results of the hypothesis test here are in line with several studies which state that there is an effect from personality traits and strategy enforcement's orientation (Hambrick and Fredrickson, 2001; Parnell, 2005; Gallén, 2006; Gallen, 2010; Beaver, 2003; Guay et al., 2016; Bui, 2017; Aktham, 2020; Gualinga & Lennartson, 2020). More specifically, decision making variable becomes the variable with double significant factor to influence the manager's strategic orientation: more oriented to strategic flexibility or strategic consistency. This is in accordance with the statements from Kauer et al (2007) and Robbins & Judge (2008), which they state that personality will affect strategic decision making. This statement is in line with Landis (2016) and Leephaijaroen (2016), which they state personality traits will reflect the types of risks they can take and their initiative to correct what went wrong without being. So, these characteristics will be effect to business outcomes and employee behavior (Syed et al., 2015; Korankye, 2021). Then variable relate to external world becomes a most significant factor that also determines whether manager will tend to strategic flexibility. In this case, managers who are perceiving oriented will tend to be more oriented towards applying flexibility. This is in line with statement that perceiving-oriented person have a tendency to be more adaptable, flexible and spontaneous (Choong & Varathan, 2021; Panait & Bucinschi, 2018; Bevilacqua et al., 2014; Robbins & Judge, 2008). The third factor that effect managers to be more oriented towards strategic flexibility is the way of gathering information. In this case, managers who are more intuitive tend to apply strategic flexibility. The results of this study are in line with the view that intuitive characteristics emphasize more to create better future quickly based on current progress, so this ability are in line with the characteristics of strategic

flexibility (Fisscher & de Weerd-Nederhof, 2001; Raynor & Leroux, 2004; Fernández et al., 2016; Ahmad, et al., 2016; Chan et al., 2017, Dai et al., 2018, Yousuf et al., 2020; Kahingo & Muchemi, 2020).

Meanwhile, personality traits that effect to strategic consistency are decision making and source of energy. Managers with feeling-oriented in decision making tend to apply strategic consistency. This is in line with the similarity of characteristics which state that it is very crucial to reduce uncertainly and chaos within an organization is very crucial to create a harmonic organization (Parnell et al., 2014). The second factor that influences a manager to be apply strategic consistency is the source of energy. In this case, introverted managers tend to be more oriented towards strategic consistency. This relationship is in line with the similarity of characteristics between introvert and strategic consistency about “wait and see” first, because there is no guarantee for first mover can get optimum result (Parnell, 2005; Lieberman & Montgomery, 1988).

Beside this, there are manager implication from this result. Remembering the key success factor on implementing strategy relate to human resources aspect, like selecting and ensure that the manager’s personality and behavior are compatible to implement it in the field (Guay et al., 2016; Bui, 2017; Aktham, 2020; Gualinga & Lennartson, 2020). So, if the top management require more flexible strategy implementation in organization, middle/bottom-line managers who have an intuitive, judging, and thinking-orientated will be more aligned to this strategy. Thus, the organization can apply strategic flexibility more effectively if it can transform and develop its managers in the way of gathering information which is more intuitive than sensing, more oriented to judging than perceiving in relates to the external world aspect, and more thinking-oriented than feeling-oriented in decision making aspect. Conversely, if the top management want strategy sharpening by continuing to do the same strategy consistently, middle/bottom-line managers with introverted and feeling personality traits have tendencies that are in accordance with this strategy. Thus, organizations can apply strategic consistency more effectively if they can develop their managers in the aspect of source of energy who are more introvert than extrovert, and more feeling-oriented than thinking-oriented in decision making aspect. Thus, if we linked to human resource strategy and development area, it can be used in managerial development programs and/or to selecting the right manager in practical industries. An organization that will make a strategic change certainly requires managers with more oriented on strategic flexibility. Likewise, an organization that seeks to sharpen the implementation of the same strategy as before requires the support of different managerial characteristics from the organization that will make strategic changes, in this cased manager who more oriented on strategic consistency. But it should also be stated that the two orientations from four personality traits variables here are neutral. Likewise, the two strategic orientations here are neutral and nothing is better between one strategy and another. The research here seeks to identify what individual characteristics are more appropriate to the strategy to be implemented by the company. Thus, it cannot be interpreted that managers who are more oriented towards change and flexibility are individuals who are superior to individuals who are more consistent in implementing certain strategies.

With some insignificant hypotheses, further research is certainly needed to reconfirm the research model here. Further research can be carried out using the MANOVA technique to determine whether there are significant differences between the two groups of individuals with different orientations, namely from the aspects of source of energy (introvert and extrovert), way of

gathering information (intuitive and sensing), decision making (thinking). and feeling), relate with external world (perceiving and judging). In addition, further research with the MANOVA technique can also be carried out by grouping functional positions such as marketing, risk management, operations, finance, or human capital from respondents to find out whether there are significant differences between these functional groups.

CONCLUSION

Based on the results of the hypothesis test above, it can be concluded that several personality traits can affect managerial tendency to implement strategies. From the source of energy perspective, introvert managers have a tendency to implement strategic consistency (H1 was accepted). Then extrovert managers have a tendency to implement strategic flexibility but not significant (H2 was rejected). From the way of gathering information perspective, sensing managers have a tendency to implement strategic consistency but the effect is not significant (H3 was rejected). Then intuitive managers have a greater tendency to implement strategic flexibility (H4 was accepted). From the decision-making perspective, feeling oriented managers have a tendency to implement strategic consistency (H5 was accepted). On the other hand, thinking oriented managers have a tendency to apply strategic flexibility (H6 was accepted). From the relate with external world perspective, judging oriented managers have a greater tendency to apply strategic consistency, but the effect is not significant (H7 was rejected). Then the perceiving oriented managers have a greater tendency to apply strategic flexibility (H8 was accepted).

From this hypothesis testing, is known that there is a relationship between strategy enforcement and personality traits in individual level. This finding is in-line with previous researcher like Hambrick and Fredrickson (2001) and Parnell (2005), where they state that Management often depend on their personality to select the right strategic decision (Hambrick & Fredrickson, 2001; Parnell, 2005). Besides, this finding is in-line with Gallen (2010), which states that a manager has a tendency to implement a certain strategy type that suits his/her personality. More specifically, there are certain personality characteristics that are more oriented towards strategic consistency, namely introvert managers and feeling oriented managers in decision making. Possibly this is because these two orientations are individuals who feel about themselves or towards others. With characteristics like this, they are not too oriented towards flexibility or change in which the majority will have an impact on the fate of several individuals in the team. Consequently, they are more oriented to implement strategic consistency. Likewise, there are certain personality traits characteristics that are more oriented towards strategic flexibility, namely those who are more intuitive, judging, and thinking oriented managers. With an intuitive personality, it is easier for individuals to see the overall picture of what should be adjusted. Meanwhile, the judging oriented make them easier to adapt naturally and more flexible to change. Then managers with thinking-oriented characteristics make them more objective in making decisions. The relationship between certain personality type with strategic flexibility at individual level are in-line with Vakola et al. (2003). They state that there is a positive relationship between personality traits and employee attitudes (flexibility) in dealing with changes. In the context of personality traits and strategic decision-making orientation (thinking and feeling), the findings from this paper are in-line with Robbins and Judge (2008) that personality will affect the decision-making process. More

specifically, the compatibility between thinking orientation with strategic flexibility, then feeling orientation with strategic consistency are in-line with these theoretical statements.

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APPENDIX

Operationalized Variable and Validity Testing

Variable Operationalization	Loading Factor
Source of Energy	
I often come up with new ideas after discussing it with other people	0,860
I prefer to do work that is related to activity rather than work that requires concentration	0,669
I feel very comfortable around people	0,801
In a meeting or discussion session, I have a tendency to convey everything I have in mind for discussion	0,859
I often act first and then think later	0,530
Way of Gathering Information	
I am more interested in possibility than reality	0,772
At work, I am more interested in something that is still abstract (head in the cloud) rather than discussing real problems (down to earth)	0,824
I think standard operating procedures are boring	0,661
In a meeting or discussion session, I am more enthusiastic about listening to people who convey only broad ideas	0,816
When discussing a problem, I find it easier to see an overview of the problem	0,806
Decision Making	
I think that conflict is something natural and normal in human relationships	0,640
In making decisions, I am more focus on justice more than feelings	0,790
I am an “analyst” who makes decisions objectively	0,812
Relate with External World	
In starting a project, I have a tendency to want to implement immediately rather than focusing on planning properly in advance	0,674
At work, I feel more like a person who is easy to adapt to change	0,807
I never bothered to change the initial plan that was agreed upon if the developments in the conditions that occurred in the field turned out to be not as predicted	0,774
Strategic Flexibility	
I am view that flexibility and the ability to adapt to change are the keys to success, so companies must anticipate changes that occur in the external environment even though the adaptation process can often cause internal organizational turmoil.	0,778
I am view that in order to be successful, the company should act faster as a pioneer or agent of change in the industry, so that it is not just waiting for the competitor movement.	0,792
I am view that companies should still try to take advantage of opportunities arising from changes in regulations or the external environment, even though there will be a risk of failure or extra costs that may have to be incurred.	0,772
The company should still allocate a certain minimum amount of reserves for doubtful accounts, even though this allocation will make a smaller profit	0,789
I am view that the company must immediately change its strategy if the team in the field cannot implement it effectively or based on the experience of previous competitors	0,534
Strategic Consistency	
I am view that companies that are consistent in sticking to a particular strategy will get the best results in the long run	0,838
I am view that the company will be more likely to achieve success if it maintains/repeats a same strategy that has been proven effective in bringing success in the previous period	0,754
I am view that companies should not react too quickly by changing strategies if there is a change in their business environment	0,762

I am view that it is very important for companies to remain firm and committed in implementing a strategy so that the results can be seen over a certain period of time 0,846
